

Influence of Training and Development Programs on Employee Performance and Retention in Alhassan Plastic Industry, Kano State

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Abstract

Original Research Article

Over the last few years, manufacturing organisations in Nigeria have been struggling with a decreasing employee performance and high labour turnover rate that is greatly influenced by insufficient and ill-organised training and development activities. The issue of retaining skilled, committed, and productive employees at Alhassan Plastic Industry, Kano state has cast doubt on the relevance of the training and development programmes currently in place. It is on this backdrop that this conceptual paper reviews the role of training and development programmes in the performance and retention of employees. The general purpose of the research is to examine how the main aspects of training include on-the-job training, off-the-job training, career development programme, training needs assessment and training evaluation and feedback are able to boost employee performance and retention within the organisation. The research questions presented in the study are associated with the level to which prestructured training investment is converted into better performance rates and low staff turnover. The paper takes a conceptual research design based on secondary data methodology using a hand load of scholarly journal work, textbooks, conference papers, newspaper and other pertinent historical and empirical literature. The analysis demonstrates the similar patterns of theoretical and empirical nature of trends which show that proper training and development programmes lead to substantial improvement of skills of employees, performance at workplace, commitment to the organisation and retention. The research suggests that systematic training needs assessment, ongoing assessment and career development programmes need to be institutionalised by the manufacturing companies. The paper finds that long-term investment in employee training and development is a strategic need in enhancing employee performance and a competent workplace in the manufacturing organisations.

Keywords: Training and Development, Employee Performance, Employee Retention, Manufacturing Industry, Human Resource Management.

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1.0 Introduction to the Study

1.1 Background of the Study

The world is increasingly cognizant of training and development as one of the strategic ways available to

organisations in order to increase employee capability, corporate performance and competitiveness in the long term. The training and development has changed its trajectory and



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nowadays it is more of a formalised, ongoing learning process with objectives that are consistent with the organisation and environmental dynamics. Researchers also note that effective training and development initiatives are considered to promote not only the development of personal competencies but also the performance of teams and their organisations, as well as, the overall outcome in the society (Aguinis and Kraiger, 2009; Willens, 2010). Training in the modern organisation has become an essential part of the human resources management that enables the flexibility of the workforce in accordance with the current technology, globalisation, and competition (Mohammed, 2024; Aliyu and Shanmugam, 2024). The development of human capital is especially important in the international manufacturing industry, where the fast technological changes, automatization and necessity to employ skilled labour lead to the rapid development. Training and development programmes that encompass on job training, off job training, career development programmes, training need assessment and training evaluation mechanisms help the manufacturing companies to improve the competence, efficiency and commitment of employees to their jobs. Empirical and conceptual research suggests that positive impacts are associated with employee performance, work quality, and retention due to advance training and development, thus, minimising turnover and maintaining company performance (Ismael et al., 2021; Herjuna et al., 2024).

Training and development in the African setting are being considered as critical tools to deal with the shortage in skills, poor productivity, and excessive employee turnover in institutions. Africa has a large number of firms that are dynamic and resource-limiting, therefore, investment in human capital is one of the driving forces in the existence and development of the organisation. Research done among African institutions proves that job satisfaction, employee retention, and loyalty by providing employees with systematic training and development measures are greatly improved when the organisation aligns training programmes with employee needs and career goals (Mampuru et al., 2024). Strategic human resource practises such as

training are also established as the sources of sustainable organisational performance in developing economies (Aliyu et al., 2024). In West Africa, the organisations are still struggling with issues of skills and mismatch of the workforce, lack of access to higher level of training facilities, and the growing competition in both service and manufacturing industries. The training and development initiatives are thus essential in enhancing the performance of employees and retention in the region. Evidence-based research indicates that employees that experience organisational commitment towards the development are more motivated, perform and are more likely to stay with employees (Samal et al., 2024; Srivastava, 2023). With the modern production system and digital technologies adopted by the West African organisation, the necessity to continuously train employees only intensifies (Kumar et al., 2024).

The manufacturing sector in Nigeria is an important part in economic development, creation of employment, and industrial increase. Nevertheless, lack of proper skills development practises, reduced employee performance and attrition remain the issue of concern in the capacity of Nigerian manufacturing firms. Research findings in Nigeria indicate that training and development have a crucial role on employee retention and performance especially where programmes are planned and aligned to organisational goals (Adeyemo et al., 2024). According to the human resource management literature, it is also stated that a commitment to the organisational commitment and work outcomes can be improved by investing in employee training (Mohammed, 2024; Mishra et al., 2025). It is against this scenario that Alhassan Plastic Industry, Kano State, and most of the manufacturing companies in Nigeria are under competitive and dynamic industrial environment that requires talented, dedicated, and high-performing employees. It is thus important to know how training and development programmes affect performance and retention among employees. This paper would give a conceptual analysis of training and development schemes as a multi-dimensional concept and its impact on employee performance and retention in the presence

of Alhassan Plastic Industry, Kano State thus adding to both the academic and management practise.

1.2 Problem Statement

The increased awareness of training and development as a key organisational performance driver has not seen the end of poor performance of employees, lack of skills, and high turnover by employees, a situation that still persists in many organisations. Scholarly literature and empirical evidence continuously find that a lack of training opportunities, the lack of match between training programmes and job demands, and insufficient career development frameworks can be some of the key reasons behind poor employee effectiveness and turnover in organisations (Daniel, 2018; Said et al., 2025). These costs compromise the productivity and sustainability of the organisation especially in labour intensive areas like in manufacturing. It has also been shown that training and development are critical to contribute to the employee commitment, job satisfaction, and retention when designed and executed strategically (Ocen et al., 2017; Nguyen and Duong, 2021). Nonetheless, there are still numerous organisations where training programmes are organised in a haphazard fashion, and no systematic training needs assessment, and no efficient evaluation systems exist. With this structure of misconstrued training and development programmes, the possible benefits of human capital investment are restricted, further creating skill gaps and falling employee performance (Huang, 2019; Kumari, 2022).

Besides that, the recent literature emphasises that job satisfaction as well as engagement and perception of organisational support tend to mediate the relationship between training and development and their retention of employees (Nguyen and Duong, 2020; Goswami et al., 2025). In the case when organisations do not align training to the rest of human resource initiatives, employees might feel that there is no advancement in career growth, which promptly triggers disengagement and turnover intentions (Patil and Patel, 2022). This is an additional difficulty in the setting where the practise of strategic talent management is not well advanced or implemented consistently (Muhammed and

Sundararajan, 2024; Shanmugam et al, 2024). The issue is more acute in developing economies like Nigeria, where structural limitations, inadequate training facilities, as well as the lack of organisational determination to pursue constant improvement of their employees are also prominent. Surveys in the Nigerian setting have shown that inappropriate training and development standards generate decreasing staff performance as well as employee retention, even in the industry whereby human capital is a core asset (Chukwu et al., 2021). Additionally, the manufacturing companies in Kano State have not received much empirical and conceptual focus, although they have a significant role in industrial development of the region and creation of jobs.

Particularly, manufacturing companies like Alhassan Plastic Industry, Kano State, have to work with a competitive and dynamic environment which requires skilled, motivated, and dedicated employees. Nonetheless, there are still knowledge gaps on how the various aspects of training and development including on-the-job training, off-the-job training, career development initiatives, training needs analysis and training of employees, training evaluation and feedback impact on employee performance/ retention. Current literature is inclined to take one of the dimensions or service-based areas, and there is a conceptual gap in the manufacturing area (Shanmugam and Aliyu, 2022; Said et al., 2025). Thus, there is a strong necessity of the thorough conceptual study of training and development programmes and their effect on the performance and retention of employees in manufacturing companies in Kano State. This gap could offer useful information to the decision-makers in organisations and inform the larger training and development human resource literature by illuminating on the mechanisms by which training and development influence employee outcomes.

1.3 Significance of the Study

The paper is relevant in a number of ways especially in developing human resource management (HRM) and training literature. In theory, it is adding to body of knowledge since it synthesises evidence regarding the effects of structured training and development

programmes on employee performance and retention in organisation settings. The existing research proved that skill retention, employee commitment, and job performance increase with training when well-developed and estimated (Au et al., 2019; Sal and Raja, 2016). Implementing the results of various empirical and conceptual research alike, the study helps reinforce the theoretical knowledge of training and development as a strategic HRM practise which helps both the effectiveness of organisations and the stability of their workforce (Mohammed, 2024; Bulut and Culha, 2010). Practically speaking, the study constitutes a useful input to the manufacturing organisations aiming at enhancing employee performance and minimise a turnover. Past studies have proven that investment in training, managerial development, and career growth opportunities affects positively productivity, loyalty, and retention (Malek et al., 2018; Jehanzeb et al., 2017). In manufacturing companies that require intervention in competitive markets, like in the case of Alhassan Plastic Industry, it is necessary to learn performance and retention results of the training programme to maximise human resource practises and maintain operational efficiency (Obeng et al., 2024; Mohammed and Sundararajan, 2024).

The research can also be applied to the policy making in the organisation and the managerial decision making. HR practitioners and managers need empirical and conceptual advice on how the training and development policies can match with the employee needs and organisational objectives. According to studies, which have been conducted before, training related policies have an impact on employee commitment, job satisfaction and turnover intentions, especially where employees believe that development opportunities are provided as indicators of organisational support (Aydogdu and Asikgil, 2011; Benson, 2006). Moreover, the analysis of the contextual variables influencing retention (including organisational culture, leadership support, and career development structures) can help policymakers create efficient HR policies that can stabilise the workforce (Chris-Madu, 2020; El Mountasser and Sahraoui, 2025). This research study has an academic value in offering a good baseline to potential scholars in the future who might be

motivated to conduct studies in training and development, worker performance, and employee retention, especially in the manufacturing and developing economy settings. Using the combination of the views on the organisational behaviour, the HRM, and employee development literature, the study provides a conceptual framework through which the subsequent empirical research may be established. Also, its emphasis on training as a source of sustainable organisational performance supports the expansion of the wider discourse of human capital development and the creation of long-term value (Aliyu and Kumar, 2022). As a consequence, the study will contribute to the future academic research on the strategic importance of training and development in improving the workforce performance and organisational achievements.

1.4 Research Objectives

The main objective of this conceptual study is to examine the influence of training and development programs on employee performance and retention. Specifically, the study seeks to:

1. To examine the influence of on-the-job training on employee performance and retention.
2. To assess the effect of off-the-job training on employee performance and retention.
3. To determine the role of career development programs on employee performance and retention.
4. To examine how training needs assessment influences employee performance and retention.
5. To assess the effect of training evaluation and feedback on employee performance and retention.

1.5 Research Questions

In line with the stated objectives, the study is guided by the following research questions:

1. How does on-the-job training influence employee performance and retention?
2. What effect does off-the-job training have on employee performance and retention?

3. How do career development programs influence employee performance and retention?
4. To what extent does training needs assessment affect employee performance and retention?
5. How does training evaluation and feedback influence employee performance and retention?

2.0 Literature Review

The inquiry of the relationship between training and development programmes and the performance and retention of employees is conceptually covered within the literature review. It compiles the existing literature on a subject to elucidate important concepts, dimensions, and theoretical connexions to the study subject, and uncovers gaps which bring about the justification of a specific conceptual analysis in the context of organisations.

2.1 Conceptual Review

2.1.1 Training and Development Programs

Training and development programmes form part of a fundamental human resource management (HRM) role to enhance knowledge, skills and competencies as well as attitudes of employees to make them effective both personally and organisational wise. Training and development have ceased being treated as the centre of cost in modern organisations since they are now strategic investments capable of ensuring that the organisation remains sustainable in performance, competitiveness and a stable workforce.

2.1.1.1 Concept of Training and Development

Training is defined as the organised attempts, aimed at enhancing the employees related skills and abilities in their job, whereas development can be defined as the more prolonged growth, career development and ability building. As stated by Elnaga and Imran (2013), training does improve the efficiency of the employees in executing the duties that are assigned to them, thus increasing the overall performance of the organisation. On the same note, Hafeez and Akbar (2015) and Imran and Tanveer

(2015) conclude that structured training and development programmes are quite effective in enhancing the productivity and the performance of the employees in terms of their output and job adeptness. Technological change, globalisation and competition have influenced the development of training and development. Modern organisations are more and more tied up with training programmes with strategic goals, online change, and people-centred pathways to enhanced performance (Mohammed et al., 2024; Aliyu and Sundararajan, 2025). With the introduction of new sophisticated systems and Industry 4.0 activities in organisations, performance retention and turnover reduction are all too complicated without the involvement of workforce training and lifelong learning opportunities.

2.1.1.2 On-the-Job Training

On-the-job training is considered to be learning that is carried out within the job setting by way of job rotation, coaching, mentoring, and apprenticeship. Such training can help employees to gain practical skills when they are performing their duties hence learning becomes instant and contextual. According to Elnaga and Imran (2013), on-the-job training enhances better task efficiency and job performance because employees are able to learn with experience. Empirical and conceptual research has shown that on-the-job training increases job satisfaction and decreases turnover intentions. Dardar et al. (2012) reported that effective job training conducted substantially reduces employee turnover by enhancing their satisfaction and employability. Additionally, Hayford et al. (2024) and Obeng et al. (2023) underscore that training that is incorporated into the daily work practises enhances employee commitment and performance and loyalty, hence leading to retention.

2.1.1.3 Off-the-Job Training

Off-the-job training is a collective of learning exercises, which are not performed within the direct working surrounding, workshops, seminars, conferences, classroom educating, and official

courses. This type of training enables the employees to attain theoretical knowledge, new insights, and the updated skills in an atmosphere not burdened by the daily job obligations. According to Hafeez and Akbar (2015), off-the-job training improves the cognitive skills and professional competence of employees that result into better job performance. Employee retention is also highly dependent on off-the-job training since it is an indicator of organisational regard towards employee development. As observed by Imran and Tanveer (2015), workers who undergo a well-organised non-in-house training are in most instances more motivated and less likely to exit. Off-the-book training facilitates flexibility and creativity especially when reacting to disruptive organisational and market shifts in dynamic and digitised environments (Sundararajan and Mohammed, 2024).

2.1.1.4 Career Development Programmes.

The career development programmes include formal organisational activities that help employee grow through career planning, succession planning, opportunities to grow and promoting employees in their career and continuous skill development. These programmes will resonate individual career objectives with the organisational objectives which will aid in commitment to each other. Chauhan (2011) forms a conceptualization of career development as an important HRM practise that creates connexions between job satisfaction, performance and reduction of turnover. The studies show that career development opportunities have positive effects on employee motivation, job satisfaction and employee performance. As proved by Khan et al. (2012) and Kahya (2009), the better performance is correlated with the greater the level of satisfaction and considered career progress. Moreover, Mohammad et al. (2011) and Gazi et al. (2022) point out that satisfied employees tend to act positively towards work and stay with the organisations. Retention wise, career development programmes will minimise turnover intentions because they will give employees a feeling of security and growth in the organisation. According

to Dardar et al. (2012), it is advised that under the condition that employees believe that they have clear career path and are provided with career developmental support, they will tend to stay highly committed and productive. With workplaces that are becoming more technologically advanced, career-oriented training and development are needed to maintain performance and are necessary to retain talented employees (Mohammed et al., 2024).

2.1.1.5 Training Needs Assessment

Training needs assessment (TNA) is a methodical process of determining the disabilities between the current employee competencies and the competencies that are necessary to meet organisational goals. It forms the basis of training design and implementation such that training interventions are relevant, outcome oriented and targeted. According to Mazhisham et al. (2018), organisations that carry out an organised training needs assessment are in a better position to use the available training resources to generate the intended performance results. The relevance of TNA is in the fact it helps to identify the skills gaps, focus on training topics, and align training with the strategic aims of the company. According to Vasudevan (2014), the training with proper needs assessment contributes to the great improvement of job satisfaction and organisation functioning. On the same note, Karimi (2016) observed that there was a close association between needs-based employee training based on identification and organisational commitment, implying that the employees have a sense of being supported and valuing such training. Poor training outcomes are a consequence of a poor needs assessment in an economy that is developing in its formative stages as well as in manufacturing situation. In their report of the research on Al-Hassan Plastic Industry, Kano State, Indabawa et al. (2025) note that training programmes that are not systematic in terms of needs assessment are not able to optimally develop employees. Thus, training needs assessment is an important instrument that can be used to guarantee that the training and development

programmes have a positive effect on both employee performance and retention.

2.1.1.6 Training Evaluation and Feedback

Training evaluation and feedback refer to the process to evaluate how effectively training programmes are in producing desired learning, behavioural and performance outcomes. Training evaluation identifies the achievement of training objectives and feedback mechanisms get information on how to improve continuously. Rashed Alshery and Ahmad (2016) state that training evaluation in conjunction with job satisfaction and leadership support is an important contributor to employee performance. The different types of evaluation models are outcome-based and feedback-driven models, which will assist organisations in measuring training effectiveness and improving where the gaps are. According to Vasudevan (2014), the evaluation and feedback systems can promote organisational learning and indicate that by using training investment, the organisation may turn the theory into practise. Moreover, Murtiningsih (2020) shows that training evaluation has a beneficial impact on job satisfaction and retention by strengthening the perception of the employees in terms of fairness and support of development. In the contemporary organisations, the evaluation systems that are based on feedback promote lifelong learning and flexibility. According to Aliyu and Shanmugam (2023), the growing use of the evolving technologies and artificial intelligence tend to contribute to the real-time feedback and learning analytics and enhance the effectiveness of the training process. Training evaluation and feedback, therefore, are important processes that associate training and development programmes to long-term employee performance and retention.

2.1.2 Employee Performance and Retention

Employee performance and retention are very important organisational outputs, which are impacted by the human resource practises, especially the training and development. The performance gives us the idea, how the employees perform their duties efficiently, and the retention, how the

organisation manages to retain the employees who are skilled and competent over time.

2.1.2.1 Concept of Employee Performance

Employee performance involves how the employees meet the expectations of the organisation, as regards to accomplishment of job-related tasks and their performance. It also considers both the task performance direct job work and contextual performance including team work, flexibility and dedication. As pointed out by Rashed Alshery and Ahmad (2016), training is relevant in either increasing the efficiency of tasks being performed or increasing the contextual performance in terms of competence and clarity of roles among employees. The training and development programmes enhance performance as employees with new skills and knowledge get them. According to Chung (2013), training has a positive effect on organisational commitment that positively affects employee performance. Training is especially essential in the manufacturing context that includes technical and operational nature of the working procedures (Indabawa et al., 2025).

2.1.2.2 Concept of Employee Retention

The concept of employee retention is simply the ability of an organisation to hold on to its workers over a long period of time thus reducing any form of turnover and is also a way of maintaining institutional knowledge within an organisation. Several factors are known to affect retention among them being job satisfaction, training opportunities, organisational commitment and employee engagement. Abba (2018) stresses that training and development substantially help to decrease employee turnover by making them more satisfied and having a feeling of career advancement. Research in industries shows that HR practises, which are development oriented improve loyalty and retention of employees. It is shown by Mampuru et al. (2024) that job satisfaction, loyalty, and retention among academics are all positively influenced by training and development and by Makki and Bala (2025) that engagement and development practises are important

in retaining employees in the Kano State. Moreover, Murtiningsih (2020) names the training as one of the determinants in employee retention along with compensation and organisational culture.

2.1.2.3 Relationship between Employee Performance and Retention

Performance and retention of employees is a reciprocal effect and they reinforce one another. Good performing employees will have higher chances of job satisfaction, recognition and career development, and this will increase their wish to stay in the organisation. According to Chung (2013) and Karimi (2016), performance and retention are reinforced by training-related commitment. Strategically, employees who are invested in have a favourable work atmosphere that leads to a continuous performance and retention. Aliyu and Shanmugam (2024) state that within the fast-changing economic and technological conditions, talent stays constant and requires the use of skills to ensure the stability and competitiveness of the workforce. Equally, Aliyu (2024) notes that management practises that are effective such as training contribute to organisational sustainability through improving the capability and retention of the employees. Overall, training and development interventions have impacts on the performance and retention of employees in a form of systematic needs evaluation, ongoing evaluation, skill development and support of career development. These associations infer the strategic value of training to attain sustainable organisational results.

2.2 Theoretical Framework

The theoretical framework presents the Perspective through which the effectiveness of training and development as implemented to employees as a means of improving their performance and retention is analysed. This research paper is based upon the Human Capital Theory, Social Exchange Theory, and the Resource-Based View (RBV) because all of them serve as additional explanations why organisations should invest in employee training to

boost the performance and improve motivation to stay.

2.2.1 Human Capital Theory

According to the Human Capital Theory, knowledge, skills, abilities and competencies among employees are valuable human capital that is directly related to organisational productivity as well as performance. According to the theory, the productive capacity of the employees is augmented by investment in education, training and development and the resultant organisational outcome is enhanced (Becker, 1964). In the training and development programmes, the Human Capital Theory indicates that on-job training, off-job training, career development programmes, and systematic training evaluation are some of the initiatives that can be applied to increase the competency and efficiency of the employees. Schultz (1961) points out that the organisations that strategically invest in the development of human capital are at a greater advantage to attain higher levels of performance and maintain their competitive advantage. The need to engage in the skill development process on a consistent basis is especially important to manufacturing companies such as the Alhassan Plastic Industry, Kano State, based on the changing production technologies and operating needs. Therefore, the Human Capital Theory is a solid basis in explaining that the training and development programmes result in better performance among employees and greater retention.

2.2.2 Social Exchange Theory

The Social Exchange Theory operates on the concept of reciprocity which implies that relationships are nurtured by means of exchanging benefits mutually. Blau (1964) suggests that when employees believe that their organisation invests in them and that their welfare and growth is taken into consideration, workers feel obligated to return the favour by being well-attached and disposed people towards work. In the case of this research, trainings and development schemes are organisational provision and dedication towards workers. Employees are more inclined to

react with more commitment, improved performance, and less turnover intentions when they have been provided with appropriate training, career growth and positive feedback. Within this reciprocal exchange, Cropanzano and Mitchell (2005) further state that this kind of exchange contributes to trust and long term employment relationship. As such, the Social Exchange Theory describes the psychology and behaviour processes working to ascertain how training and development programmes affect retention and performance of employees.

2.2.3 Resource-Based View (RBV)

Resource-Based View (RBV) holds that sustainable competitive advantage is achieved when organisations have resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). Human resource, especially qualified and experienced employees are supposed to be some of the most valuable organisational assets. Along the RBV perspective, the training and development initiatives add value and originality to the skills of employees, which become inimitable amongst their competitors. According to Wernerfelt (1984), it means that such companies who develop and retain human resources well are well placed to maintain high performance in the long term. The manufacturing industry requires operational efficiency and technical know-how, which is why constant employee development enhances organisational capacity and minimises the high costs of employee turnover. In such a way, RBV underlines the thesis that performance and retention that are stimulated by training can help in the long-term sustainability of the organisation.

2.2.4 Rationale for Theory Selection

The choice of Human Capital Theory, Social Exchange Theory, and Resource-Based View can be explained as the complementary explanatory ability regarding their use in the correlation of training investment with the performance and retention of employees. Human Capital Theory: Training increases employee competence and productivity because of the theory, Social Exchange Theory:

Employees react to training investments by becoming loyal and performing better, whereas RBV indicates the ability of trained and retained employees to become strategic organisational assets. Combined, the theories would offer a strong conceptual basis on concise training and development programmes and their effects on employee performance and retention in Alhassan Plastic Industry, Kano State.

2.3 Linkages between Theories, Independent and Dependent Variables

This section describes the logical relationships between the training and development programmes (independent variable) and employee performance and retention (dependent variable) built using the chosen theoretical underpinnings. The resource based view combined with the social exchange theory plus the Human Capital Theory gives a rather full explanation of the economic and behavioural results of training investments.

2.3.1 Training and Development as Human Capital Investment

In the light of Human Capital Theory, trainings and development programmes are conscious organisational investments expected to generate a productive capacity in employees. Becker (1964) and Schultz (1961) contend that employees with relevant training obtain better knowledge, technical skills as well as competencies, which directly turn to increased job performance. Some of the dimensions employed in this research include on-the-job training, off-the-job training, career development programmes, training needs assessment, and training evaluation and feedback, which are effective in increasing the operational efficiency, adaptability and problem solving capabilities of the employees. The better employees feel competent and comfortable with the positions they hold, the better they perform and the better they feel valued in the organisation. As a result, directing an employee towards alternative employment is unlikely since well trained employees end up serving in the

company hence enhancing retention. Therefore the Human Capital Theory offers a direct explanatory connexion amongst the training and development programmes and improved employee performance as well as retention.

2.3.2 Social Exchange Perspective of Employee Commitment

The Social Exchange Theory focuses on the employment relationships on the basis of reciprocity. Blau (1964) states that in cases where the employees feel that their organisation is treating them positively, then they believe that they owe them a positive feeling and behaviour in return. Training and development initiatives indicate organisational investments in the development and the prospects of its employees on long-term careers. The employees who are provided with systematic training, careers growth paths as well as feedback mechanisms would tend to experience greater proportions of job satisfaction, organisational devotion, and loyalty. According to Cropanzano and Mitchell (2005) this type of reciprocal exchange enhances the psychological connexion between the employees and the company. The training and development programmes discussed in the context of this study help to promote a sense of commitment subsequently translated into enhanced performance, lower turnover rates, and retention performance. Social Exchange Theory is thus used to explain the attitudinal and behavioural processes that training has on employee performance and retention.

2.3.3 Resource-Based View Explanation of Sustained Performance and Retention

Resource-Based View (RBV) is a view that assumes that companies attain a sustained competitive advantage due to the creation of resources which are valuable, rare, difficult to imitate, and non-substitutable (Barney, 1991). These are met by skilled and experienced employees that are as a result of systematic training and development programmes. Training increases staff awareness and expertise in unique ways, and staff is a strategic asset in the firm. Wernerfelt (1984) points out that organisations that have such a worthwhile human resource have catapulture and completer advantages of maintaining high performance more overtime. The fact that the rate of employee retention is high also guarantees continuity, cutting of the costs of recruitment and saving of knowledge within the organisation. Thus, RBV is a strategic account of why performance and retention, which occur via training, leads to long-term organisational effectiveness especially in the manufacturing organisation as Alhassan Plastic Industry, Kano state.

Together there is the Human Capital Theory describing how training enhances employee competence and employee performance, the Social Exchange Theory being how employees return by committing and being retained, and RBV is how employee training and retention generate long-term organisational benefit. Combination of the theories explains the creation of a powerful conceptual connexion between training and development programmes and employee performance and retention in this research.

Theoretical Model of Training and Development Programs and Employee Performance and Retention



Figure 1: Theoretical Model of Training and Development Programs and Employee Performance and Retention

The theoretical model demonstrates a direct and combination relationship between the employee performance and retention and training and development programmes based on the Human Capital Theory, the Social Exchange Theory, and the Resource-Based View (RBV). The model is multi-dimensional in the sense that it conceptualises training and development as an independent variable, which consists of on-the-job training, off-the-job training, career development programmes, training needs assessment, training evaluation and feedback, which align to influence the employee performance and retention as a unidimensional measure. Basing on the Human Capital Theory, the framework expounds that investment in human capital skills and competency increases productivity and performance. The Social Exchange Theory also postulates that employees who have perceived organisational commitment by the provision of structured training and feedback will repay it by giving better performance and intentions of staying longer. In the RBV approach, effective training systems are seen as the strategic organisational resources, which are valuable, rare and imitable hence maintenance of

performance as well as reduction of employee turnover.

2.4 Empirical Review

Practical research on various scenarios has always indicated that training and development interventions are very essential in aiding employee performances. Aguinis and Kraiger (2009) present a wide range of evidence that training that is well designed enhances individual competencies, team performance as well as overall the performance of an organisation. Besides, Colquitt, Lepine, and Wesson (2015) state that during training, employees develop job-related competencies that directly affect the performance and commitment towards tasks. Herjuna et al. (2024) conducted a manufacturing environment study and determined that structured training programmes are effective in enhancing the technical efficiency and productivity of the employees, indicating the need to constantly enhance the skills of manufacturing-focused organisations. Hassen et al. (2024) also supported this fact by investigating that training and career development

programmes have a strong relationship with work performance in terms of increased organisational commitment. There are also a number of empirical studies which have entrenched that training and employee retention are related positively. In their research on Capital Bank, Duah and Danso (2017) found that, training and development has a great impact of reducing employee turnover through job satisfaction and organisational attachment. Kumari et al. (2022) also found that workers that see the value of training opportunities tend to stay in their companies. Training among employees, Mampuru, Mokoena, and Isabirye (2024) reported that it boosts loyalty and retention because it instils a feeling of development and appreciation among employees. Adeyemo et al. (2024), targeting Nigerian insurance firms, have shown the empirical evidence that the rate of employee retention is largely enhanced through the training and development initiatives, which adds more value to the importance of investing in the sphere of training among the developing economies.

There is also empirical evidence which postulates that training also has an indirect effect on performance and retention by means of job satisfaction and organisational commitment. According to the findings of Ismael et al. (2021), training and development does increase the effectiveness of the organisation by enhancing attitudes and motivation of the employees. This theoretical assumption was validated by Gazi et al. (2022) that job satisfaction is one of the major mechanisms through which training increases job performance. Another study by Hayford et al. (2024) has defined that employee loyalty and training negatively contribute to performance outcomes in conjunction with other studies that emphasise the importance of organisational commitment as a way of maintaining performance and retention. Research studies that have been carried out in both manufacturing and developing-country settings also lend some more of the training and development relevance. Using the HRM framework developed by Armstrong (2010), Willens (2010) noted that training is an important strategic HRM practise that allows industrial organisations to maintain the ability of its work force. Particular attention was paid by Herjuna

et al. (2024) to the manufacturing industry, and the authors have stated that constant training of employees is a vital tool to align with technological and operational changes. Training in the Nigerian case has shown a significant reduction in turnover among employees, which is supported by empirical findings of the African and Asian industrial environments (Duah and Danso, 2017; Gazi et al., 2022), showing that training raises both the performance and retention results.

Innovation and entrepreneurship are discussed in other publications, like those by Mohammed and Kumar (2022) and Aliyu and Shanmugam (2024), but still, these are included in the category of works that are not directly related to research in the field of human resource, as they substantiate the fact that the consistency of organisational performance is largely based on continuous formation of human capital. These empirical investigations all indicate a strongly motivating evidence that training and development programmes are critical engines of employee performance and retention in sectors and regions. Notwithstanding the increasing amount of empirical research, however, scanty conceptual investigations have extensively looked at the multidimensional nature of training and development programmes and their composite effect on employee performance and retention in manufacturing companies in Kano State hence warranting the current study.

2.5 Research Gap

Although the training and development literature has a vast amount, significant gaps between concepts have been identified. Most current research studies explore training as one-dimensional phenomenon, or concentrate on the independent variables like job satisfaction, organisational commitment, or employee engagement and do not provide a more comprehensive framework of integrating various dimensions of training and development. As an example, Nguyen and Duong (2021) and Kumari (2022) mainly associate training with retention with intermediating variables of job satisfaction and performance, whereas Goswami, D'Silva, and Kumar (2025) refer to the concept of employee engagement as an intervening factor. Despite the

useful insights that these studies introduce, it fails to conceptualise the concept of training and development as a multidimensional concept that involves on-the-job training, off-the-job training, career development programmes, training needs assessment, training evaluation and feedback. There is also a contextual gap of the literature. There is a large ratio of the empirical studies covering the developed economies or in non-manufacturing segments. The works of Ocen, Kasekende, and Angundaru (2017) and Chung (2013) are devoted to training and commitment in institutional and service-oriented organisations and Nguyen and Duong (2020) pay their attention to young employees in the emerging Asian economies. In the same way, Sundararajan, Mohammed and Martin (2022) analyse training in the background of digital HR change and analytics to sustainable business, and the traditional manufacturing setting has not been in the limelight. As a result, no specific scholarly interest has been expressed in the subject of manufacturing companies in the Kano State, Nigeria, whereby the main issue of lack of operational challenges, skills, and retention rates may not be the same as in other areas.

At methodological level, the majority of the current research is either quantitative survey-based or empirical case-based and focuses on statistical associations between variables of training, performance, and retention (Hayford et al., 2024; Obeng et al., 2023; Gazi et al., 2022). Although such methods have empirical confirmation, they do not offer much theoretical synthesis and conceptual exposition. Moreover, previous notions or theories, which are put forward by Chauhan (2011) and Mohammad, Quoquab Habib and Alias (2011), are not wholly representative of organisational reality,

which has changed in response to transforming workforce expectations and training practise. Considering such conceptual, contextual, and methodological gaps, there is evident necessity of a well-organised conceptual study that would combine several training and development aspects and determine how their combination would impact the performance and retention of the employees. The present research would fill this gap by coming up with a well build conceptual framework that is specific to the manufacturing industry with special reference to the Alhassan Plastic Industry, Kano state. The current study in synthesising the available theories and empiric evidence offers new insights to the current sphere of theoretical knowledge and offers an applicable background to the future empirical research on similar situations.

2.6 Conceptual Framework of the Study

The conceptual framework represents the proposed correlation between the Training and Development Programmes and the Employee Performance and Retention. The research hypotheses theorises training and development as a multi-dimensional independent variable, which includes on and off-job training, career development programmes, training needs assessment, and training evaluation and feedback. All these dimensions are anticipated to affect the employee performance and retention which is considered a unidimensional dependent variable. It is based on the Human Capital Theory, Social Exchange Theory, and Resource-Based View, all of which have amplified the returns of investment in employee development to competence, dedication, and long-term organisational worth.

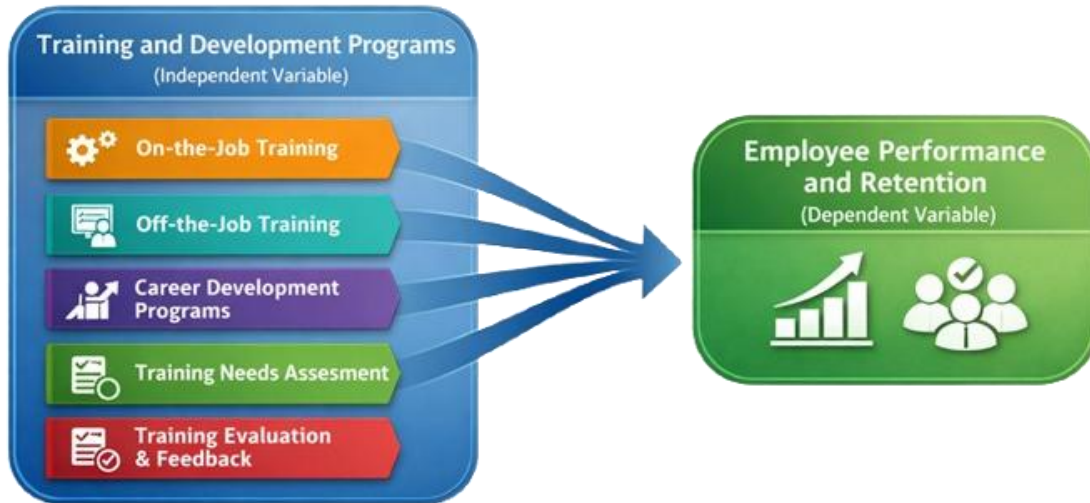


Figure 2.1: Conceptual Framework Showing the Relationship between Training and Development Programs and Employee Performance and Retention

The model suggests that performance and retention of employees relate directly and positively with training and development programme. All aspects of training have a different role in developing the skills, motivation, and job competence. Training on the job, off-the-job training enhances the sectors on how to operate more efficiently, on career development training strengthens the commitment of employees, and training needs assessment and evaluation makes the training interventions relevant and effective. The more the employees are empowered, appreciated, and encouraged, the better their performance becomes and their desire to work in the organisation. This combined association brings out training and development as a strategic human resources process in maintaining performance of the workforce and minimising employee turnover of manufacturing companies like the Alhassan Plastic Industry, Kano State.

3.0 Research Methodology

The conceptual research design is suitable in this study given that it is suitable in theory-oriented research studies whose aim is to develop, elaborate and combine prior knowledge as opposed to the production of leading empirical data. Being a conceptual paper, the research is based on the pre-existing theories and previous academic literature to

demonstrate how training and development programmes shape the employee performance and retention. Its design allows the systematic analysis of the relationships between the key variables as well as the construction of the consistent conceptual framework relying on the Human Capital Theory, the Social Exchange Theory, and the Resource-Based View. The research solely refers to the secondary sources of information, which are consisted of the authoritative academic journals, scholarly books, conference papers, and other trusted institutional publications related to training and development, employee performance, and employee retention. Literature selection criteria were purposely regulated in accordance with specific requirements such as the relevance of literature to the variables of study, theoretical value, rigour of the methods employed, and the publication in peer-reviewed journals. Special focus was given to those studies that are recent and most frequently cited as well as seminal literature that has useful theoretical background.

The conceptual analysis used was a critical review, synthesis, and integration of the chosen literature to unveil the major concepts, trends, and theoretical connexions. By comparison and thematic analysis, the research is able to establish logical links between training and development aspects and performance and retention results of employees. This literature synthesis is organised in such a way that the

suggested conceptual framework is supported and presents a good theoretical background to be empirically validated in the future.

4.0 Findings of the Study

1. On-the-job training is anticipated to greatly improve employee performance by boosting job specific skills, operational efficiency, and practical competence, subsequently earning worker retention.
2. Off-the-job training is expected to have a positive impact on employee performance due to the exposure of new knowledge, techniques, and best practises, which in turn would enhance employee commitment and the desire to stay in the organisation.
3. Career development programmes would likely be instrumental in the enhancement of employee performance and retention owing to their ability to develop career, motivation, and attachment to the organisation.
4. The training needs assessment should also help to increase the performance and retention of employees by making the training programmes relevant, targeted and aligned to organisational goals as well as the needs of employees in terms of their skills gaps.
5. The evaluation of training and subsequent feedback is projected to enhance the performance and retention of employees as well as allow them to improve the training courses on a regular basis and ensure the employees feel supported by the organisation.

5.0 Recommendations of the Study

1. To maintain high performance in encouraging employee retention among Alhassan Plastic Industry management should reiterate on-the-job training initiatives under the mentoring, job rotation, and coaching programme.
2. Organisations ought to invest in properly orchestrated off-the-book training like workshops, seminars and professional courses to

enlarge the competencies of the employees and strengthen their dedication to an establishment.

3. To encourage employees and lower turnover intentions, human resource managers should institutionalise programmes on career development, such as crystal-clear career path, and succession plans.
4. The training needs assessment should be carried out regularly and on a systematic basis so that the training efforts should focus on the factual performance gaps and contributes to the effectiveness and retention of the workers.
5. Strong training evaluation and feedback processes should be introduced by organisations to determine the results of training, enhance the quality of the programme, and make employees more confident in organisational development initiatives.

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