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HUMAN CAPITAL DEVELOPMENT AND ORGANIZATIONAL PRODUCTIVITY OF MANUFACTURING FIRMS IN RIVERS STATE, NIGERIA

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Abstract
This study examined the relationship between human capital development and organizational productivity of manufacturing firms in Rivers State, Nigeria. The study utilized the positivist research philosophy and correlational research design. The population of this study comprised all the manufacturing firms in Rivers State. The sampling units consisted of employees drawn from food, beverage and tobacco manufacturing firms in Rivers State. A sample size of 380 employees was used for the study. The sample size was determined using the Taro Yamene's formula while the purposive sampling technique was used to select the respondents from the study population. Data were collected from the respondents using a structured questionnaire. The data collected were analyzed using descriptive statistics while the hypotheses were tested using Spearman Rank Order Correlation Coefficient (rho). The SPSS software program version 24 was used to perform the statistical computation. The findings revealed that training has a significant relationship with employee productivity of manufacturing firms in Rivers State. This study also found a significant relationship between training and team productivity of manufacturing firms in Rivers State. The study equally discovered a significant relationship between mentoring and employee productivity of manufacturing firms in Rivers State. The study also found a significant relationship between mentoring and team productivity of manufacturing firms in Rivers State. Based on these findings, it was concluded that human capital development such as training and mentoring are significant predictors of organizational productivity of manufacturing firms in Rivers State. Based on the findings and conclusion, it was recommended that manufacturing firms in Nigeria especially those that are experiencing low productivity should provide human capital development programs for their employees as it would increase their organizational productivity.
Keywords: Human capital development, training and mentoring, organizational productivity, employee productivity and team productivity.

Introduction

In an organizational setting where huge sum of money is invested in economic activities, the productivity of the organization is of utmost importance to managers. Organizational productivity is the output produced by an organization in relation to the resources invested in the project (Katsuro et al, 2010). Here, the output refers to the quantity and quality of goods and services provided by the organization while the inputs are the resources (physical, materials, human, financial, technological and utility resources) used in providing the goods and services (Katsuro et al, 2010). Every organization irrespective of the sector it belongs wants to achieve a higher productivity. When productivity is high, the organization will be in a better position to sustain its competitive advantage and achieve business success (Domnich 2022). However, improving organizational productivity has become a challenging task to many organizations given the rapid changes in the business environment. The advancement in technology has transformed the business environment to the extent that skills, knowledge and abilities are becoming obsolete. Therefore, to improve organizational productivity in a dynamic and fast changing environment, organizations need to invest massively on their human resources, upgrade their skills, knowledge and abilities through the process of human capital development.

Human capital development is a set of activities that involve training, education, mentoring and other career development programs which are embarked upon by an organization to upgrade the skills and knowledge of

its workforce so as to get the best out of them (employees) (Adeyemi & Olufemi, 2018). Human capital development is highly essential for business organizations given the accelerated rate of development around the world. It brings about continuous skills development, improve knowledge management and facilitate organizational resilience. Agwu and Ogiriki (2014) stated that human capital development programs such as training and mentoring keep employees abreast with the latest development in their respective fields, make them to understand what is expected of them now and in the near future and help them to gain the knowledge, skills and competencies needed to perform their assigned job. By embracing the latest development in their respective fields, employees will be able to cope with the changes in modern organizations and improve their job performance.

Human capital development has the potentials of improving organizational productivity in a fast-changing environment. According to Kareem and Mezei (2014), human capital development helps organizations to strengthen the competencies of their workforce to enable them cope with the new methods of performing their assigned job and achieve greater productivity. Nawaz and Nawaz (2012) argued that a company stands a better chance of increasing its productivity if it provides human capital development programs for its employees. According to them, employees' skills and knowledge will become obsolete and productivity will decline if organizations fail to initiate human capital development program. Therefore, to improve productivity, organizations need to upgrade the skills and competencies of their workforce by providing human capital development programs such as training, education, mentoring and career development programs for them. Udu (2014) opined that human capital development is a strategic investment that has the capacity of improving organizational productivity. In the light of the above, this study critically examines the relationship between human capital development and organizational productivity of manufacturing firms in Rivers State, Nigeria.

Statement of the Problem

The major challenge confronting manufacturing firms in Nigeria is how to consistently improve their productivity. A close observation shows that the productivity of manufacturing firms in Nigeria is very low. The low productivity of manufacturing firms has become so worrisome to the extent that managers now accused employees of displaying poor attitude to work resulting in low productivity. Thus, the low productivity of manufacturing firms in Nigeria over the years can be attributed to lack of adequate attention to human capital development. Over the years, many manufacturing firms in Rivers State do not boarder to provide adequate training, mentoring and career development programs for their workforce rather they continue to rely on the obsolete skills and knowledge of their workforce which has resulted to low productivity. Recently, some manufacturing firms in Rivers State have began to appreciate the importance of human capital development, providing training, mentoring and career development programs for their employees as a strategy for improving their organizational productivity. However, ever since these manufacturing companies embrace human capital development, it is still not clear whether it has yielded the desired result of improving their organizational productivity as empirical studies that examined the relationship between human capital development and organizational productivity of manufacturing firms in Rivers State are too insignificant to reckon with, hence the need for this study.

Conceptual Framework

The conceptual framework of human capital development and organizational productivity is shown in figure 1 below:

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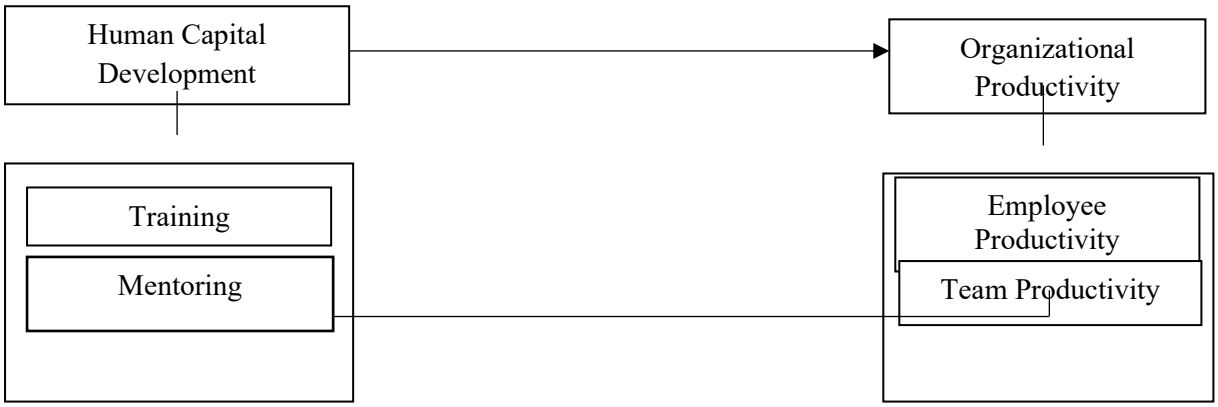


Fig 1: Conceptual framework of human capital development and organizational productivity
Source: Author's Conceptualization

Aim and Objectives of the Study

The aim of this study is to examine the relationship between human capital development and organizational productivity of manufacturing firms in Rivers State. The specific objectives of the study are to:

1. determine the relationship between training and employee productivity of manufacturing firms in Rivers State;
2. ascertain the relationship between training and team productivity of manufacturing firms in Rivers State;
3. explore the relationship between mentoring and employee productivity of manufacturing firms in Rivers State;
4. determine the relationship between mentoring and team productivity of manufacturing firms in Rivers State.

Research Questions

The following research questions are developed in this study:

1. What is the relationship between training and employee productivity of manufacturing firms in Rivers State?
2. How does training relate to team productivity of manufacturing firms in Rivers State?
3. To what extent does mentoring relate to employee productivity of manufacturing firms in Rivers State?
4. What is the relationship between mentoring and team productivity of manufacturing firms in Rivers State?

Research Hypotheses

The following hypotheses were formulated in this study:

Ho_1: There is no significant relationship between training and employee productivity of manufacturing firms in Rivers State.

Ho_2: There is no significant relationship between training and team productivity of manufacturing firms in Rivers State.

Ho_3: There is no significant relationship between mentoring and employee productivity of manufacturing firms in Rivers State.

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Ho_4: There is no significant relationship between mentoring and team productivity of manufacturing firms in Rivers State.

Review of Related Literature

Concept of Human Capital Development

Human capital development is an organizational program that is aimed at helping employees to develop their personal career, skills, knowledge and abilities in order to become more productive and efficient in their job (Okoye & Ezejiofor, 2013). Agwu and Ogiriki (2014) defined human capital development as the process of training, mentoring, educating, and developing the skills and knowledge of employees in order to abreast them with the latest development in their respective fields and improve their productivity. Samwel (2018) described human capital development as a program embarked upon by an organization to develop and strengthen the capabilities and competencies of their workforce in order to improve their performance. Such programs include training, education (including online course), mentoring and career development programs (Samwel, 2018). Investing in human capital development is crucial to the growth of an organization. According to Barlett in Cherono (2017), money invested in human capital development has a multiplier effect on organizational productivity. While human capital development is seen as a strategic investment, there are other reasons why companies invest in human capital development. Khan et al (2011) opined that human capital development is embarked upon when a company introduces some changes in work processes and new ways of performing jobs that align with the latest developments in the business environment. Kum et al (2014) stated that companies invest on human capital development in order to develop the talent and skills of their workforce and grow their confidence for greater productivity.

Dimensions of Human Capital Development

Human capital development program can take various dimensions. However, the dimensions of human capital development considered in this study are training and mentoring.

Training

According to Niazi (2011), training is a learning activity provided for employees to enable them become more productive and efficient in performing their job. Obi-Anike and Ekwe (2014) defined training as a learning process by which employees acquire new skills and knowledge needed for effective execution of their assigned task. Samwel (2018) stated that training equips employees with human, technical and intellectual skills which are required to perform their job efficiently. Through training, employees' knowledge, skills and attitudes are modified to reflect the latest developments in their respective fields (Vinesh, 2014). Nganga et al (2013) opined that training provides an opportunity for employees to develop their skills, modernize their knowledge and reshape their attitudes toward greater productivity. It helps an organization to create a conducive and supportive environment for its workforce to deal with foreseeable challenges. While it is obvious that training is important for organizational growth, HR managers must conduct performance appraisal exercise to identify those employees who need further training and those who did not (Khan et al, 2011).

Mentoring

Mentoring is a type of human capital development program whereby a more experienced person (mentor) closely nurtures a less experienced person (mentee) to enable the mentee gain adequate knowledge and skills that are required to perform task efficiently (Mundia & Iravo, 2014). Galbraith in Oforbruku and Nwokoby (2015) defined mentoring as the process by which a person of superior rank, and prestige instruct, counsel, guide, and facilitate the intellectual and/or career development of another person (s) identified as protégée (s). Within an organizational setting, mentoring involves the process by which a more mature and experienced

manager shares his knowledge, wisdom and experience with a younger employee (s) on a one-on-one basis (Hameed & Waheed, 2011). Kareem and Mezei (2016) opined that mentoring is strategic tool for personal development as it helps a less experienced employee to gain knowledge, develop his skills and make significant progress in his career. Ofobruku and Nwakoby (2015) stated that mentoring program is embarked upon by management to develop the skills, competencies and capabilities of their employees so that the organization can sustain its competitive advantage. Gamage (2015) posited that mentoring helps an organization to develop the capabilities of its employees and achieve greater productivity.

Concept of Organizational Productivity

Organizational productivity is the sum total of output produced by an organization at a given period of time in relation to the input (resources – material, human, financial and technology) invested in an economic activity (Bartelsman & Doms in Domnich, 2022). It measures how well resources are utilized in economic activities to achieve the desired output. By desired output, it means reaching the highest quantity and quality of products and services with the least expenditure of resources (Abah & Nwokwu, 2016). Bloom and Reenen (2010) stated that an organization is said to be productive if its inputs invested in economic activities are equivalent to its output (goods and services). Nawaz and Nawaz (2012) opined that the overall productivity of an organization is a function of individual and team productivity. If individual employees and various teams within the organization are productive, then the organization is more likely to reach its highest level of performance (Nawaz & Nawaz, 2012). Therefore, organizations need to assemble productive workers and teams in order to achieve greater productivity.

Measures of Organizational Productivity

Organizational productivity can be measured using various indicators. However, in this study, organizational productivity is measured using individual employee productivity and team productivity.

Employee Productivity

Employee productivity is a measure of the quantity and quality of work done, considering the cost of the resources used (Mathias & John in Zayum et al, 2017). Nawaz and Nawaz (2012) defined employee productivity as the output produced by an employee and how well those output meets the quality standard. When an employee is able to accomplish his or her task efficiently, such employee is said to be productive (Okoye & Ezejiofor, 2013). Babalola and Nwalo (2013) stated that when employee productivity is high, the organization will be in a better position to achieve its predetermined goals. High productivity is a state whereby an employee gets more work done out of less input as a way of optimizing resource to the benefit of the organization (Hanaysha, 2016). It entails flexibility, capacity to test and develop new concept (Hanaysha, 2016). Every organization wants their employees to increase their productivity since it is the only way to achieve their set goals.

Team Productivity

In most organizations especially those that are working on crucial projects, workers are grouped into various teams with each team having its own team leader who pilot the affairs of the team in line with the mission and vision of their organization. The output produced by each team at a given period of time in relation to the input (resources) invested by the team in such activity is known as team productivity (Dervojede et al, 2013). Yaya et al (2016) defined team productivity as the degree to which a work group or team is able to accomplish its assigned task (output) given the time and other resources (input) available to the team. Team productivity is of utmost importance to team leaders because it determines the overall productivity and effectiveness of the organization (Anyadike, 2013). Katsuro et al (2010) opined that organizations need to have productive

teams in order to increase their productivity. Yaya et al (2016) stated that team leaders must pay close attention to members' productivity. Every team leader needs to inspire member of his or her team to increase their productivity since it is the only way to increase the overall productivity of the organization.

Theoretical Review

This study applied the resource-based view theory which was developed by Penrose in 1959 and expanded by Barney in 1986 and 1991. Resource-based view states that firms are a bundle of heterogeneous resources, capabilities and attributes, and that a firm's competitive advantage comes from its ability to exploit its existing resources (Barney, 1991). The theory argues that firms in the same industry perform differently because they have different kind of resources and capabilities (Barney, 1991). The resources are the inputs (human, material, technological and financial resources) which the firm uses to perform its economic activities in order to create a competitive advantage in the market; while capabilities are the skills, knowledge, expertise and competence of management to use these resources to create or sustain competitive advantage.

The resource-based view is very relevant in explaining the importance of human capital development and its contribution to organizational productivity. The theory argues that a firm can increase its productivity and gain competitive advantage if it possessed the needed resources (human resources) and capabilities (expertise, skills and knowledge). This theory explains how a firm can leverage on its human resources by developing their skills and capabilities to increase productivity and sustain their competitive advantage. The theory believes that when a firm assembles the right resources and develops capabilities through training and mentoring, its productivity will increase and competitive advantage will be sustained.

Empirical Review

A number of studies have been conducted on human capital development and organizational productivity. For instance, Adeyemi and Olufemi (2018) examined human capital development and organizational performance. The researchers adopted the survey research design and used a structured questionnaire to collect data from employees in the food, beverage and tobacco firms in Lagos State, Nigeria. The data collected were analyzed statistically and the findings revealed that training, career development program, formal education and seminars have a positive and significant relationship with organizational performance.

Udu (2014) examined human capital development in Nigerian universities. The researcher adopted the qualitative research approach to study 10 universities in South-East Nigeria. After analyzing the data collected from academic staff using content analysis, the researcher found that Nigerian university system is made up of staff who possessed divergent degrees but some of these staff lack the pre-requisite capabilities, competencies and knowledge to effectively inculcate the right ideas and knowledge onto the students. The study also revealed that most of the academic staff are cumbered with work overload to the extent that they seldom have time to actively engage in extensive research.

Joan (2017) empirically explored employee development and organizational performance of Uniliver Tea Kenya Limited in Kericho County. The researcher adopted the descriptive survey research design where data were collected from 71 employees of Uniliver Tea Kenya Limited using a structured questionnaire. The data collected were analyzed using descriptive and influential statistics. The findings showed that significant relationship exists between employee development and the performance of Uniliver Tea Kenya Limited.

Anlesinya et al (2014) carried out a study to determine the effect of employee development on organizational performance in public sector organizations in Ghana. The researchers employed the cross-sectional survey design and used a structured questionnaire to collect data from 65 employees in Controller and Accountants General's Department (CAGD), Accra. After analyzing the data collected using Pearson Product Moment Correlation and regression analysis, the researchers found out that employee development has a significant negative effect on organizational performance.

Muthiani (2013) examined relationship between employee development programmes and organizational commitment. The study employed the descriptive survey design and used a questionnaire to collect data from 128 employees in Barclays Bank of Kenya, Nairobi. The data collected were analyzed using descriptive statistics while SPSS version 20 was used for data analysis. The findings revealed that in-service training, mentoring, counseling and promotion have a positive and significant relationship with employees' affective commitment, while no relationship was found between job rotation and employees' affective commitment.

Gap in Literature

From the literature reviewed, it was observed that a good number of studies have been conducted on human capital development. However, most of the studies conducted on human capital development relate the concept to organizational performance and commitment (e.g. Muthiani, 2013; Anlesinya et al, 2014; Anlesinya et al, 2014; Adeyemi & Olufemi, 2018; Joan. 2017) while studies that examined the relationship between human capital development and organizational productivity of manufacturing firms in Rivers State are limited. This has created a gap in literature which this study is projected to fill and contribute to the existing literature on the subject matter of discourse.

Methodology

The study applied the positivist research philosophy and correlational research design which measures the relationship between two variables. The target population of the study was made up of all the manufacturing firms in Rivers State while the accessible population was limited to food, beverage and tobacco manufacturing firms in Rivers State. According to the information made available at the Port Harcourt Chamber of Commerce and Industry, there are twenty-nine (29) registered food, beverage and tobacco manufacturing firms in Rivers State. A population of 5,326 employees (permanent staff) was identified in the 29 food, beverage and tobacco manufacturing firms (Source: Personnel Department of the companies). A sample size of 380 employees was used for the study. The sample size was determined using the Taro Yamene's formula. The sampling technique used in selecting the sample for the study was the purposive sampling technique. By this method of sampling, it meant that the 380 employees were selected based on the criteria that they have received different forms of human capital development including training and mentoring programs. A structured questionnaire was used to collect data from the respondents. The questionnaire was structured on a 4 point rating scale such as Strongly Agree, Agree, Disagree and Strongly Disagree. Three hundred and eighty (380) copies of questionnaire were prepared by the researcher and administered to the respondents (employees) of food, beverage and tobacco manufacturing firms in Rivers State. Out of the 380 questionnaires administered to the respondents, 329 copies were collected from them. The data collected were analyzed using descriptive statistics while the hypotheses were tested using Spearman Rank Order Correlation Coefficient (rho). The SPSS 24.0 version was used to perform the statistical computation.

Results and Discussion

The data collected on human capital development programs (training and mentoring) were correlated with the data those obtained on organizational productivity (individual employee productivity and team productivity) using the SPSS software program version 24. The results of the correlation analysis are shown below:

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Table 1: Result of correlation analysis between training and employee productivity of manufacturing firms

			Training	Employee Productivity
Spearman Rank (rho)	Training	Correlation Coefficient	1.000	.866**
		Sig. (2 tailed)	.	.001
		N	329	329
	Employee Productivity	Correlation Coefficient	.866**	1.000
		Sig. (2 tailed)	.001	.
		N	329	329

**Correlation is significant at 0.01 levels (2 tailed)
*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-Generated Output

Table 1 presents the result of the correlation analysis carried out between training and employee productivity of manufacturing firms in Rivers State. The result shows a very strong and positive correlation between training and employee productivity (rho = .866**) and the symbol ** indicates that this correlation is significant at 0.01 level. Based on this result, the null hypothesis (Ho_1) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is significant relationship between training and employee productivity of manufacturing firms in Rivers State.

Table 2: Result of correlation analysis between training and team productivity of manufacturing firms

			Training	Team Productivity
Spearman Rank (rho)	Training	Correlation Coefficient	1.000	.762**
		Sig. (2 tailed)	.	.001
		N	329	329
	Team Productivity	Correlation Coefficient	.762**	1.000
		Sig. (2 tailed)	.001	.
		N	329	329

**Correlation is significant at 0.01 levels (2 tailed)
*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-Generated Output

Table 2 shows the result of the correlation analysis carried out between training and team productivity of manufacturing firms in Rivers State. The result indicates that training has a strong positive correlation with team productivity (rho = .762**) and this correlation is significant at 0.01 level as indicated by the symbol **. Hence, the null hypothesis (Ho_2) is rejected and the alternate hypothesis is accepted. This means that we then accept that there is significant relationship between training and team productivity of manufacturing firms in Rivers State.

Table 3: Result of correlation analysis between mentoring and employee productivity of manufacturing firms

		Mentoring	Employee Productivity

Spearman Rank (rho)	Mentoring	Correlation Coefficient	1.000	.635**
		Sig. (2 tailed)	.	.001
		N	329	329
	Employee Productivity	Correlation Coefficient	.635**	1.000
		Sig. (2 tailed)	.001	.
		N	329	329

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-generated Output

Table 3 depicts the result of the correlation analysis carried out between mentoring and employee productivity of manufacturing firms in Rivers State. The result indicates that mentoring is strongly and positively correlated to employee productivity (rho = .635**) and the symbol ** indicates that this correlation is significant at 0.01 level. As a result of this, we then reject the null hypothesis (Ho_3) and accept the alternate hypothesis which states that there is significant relationship between mentoring and employee productivity of manufacturing firms in Rivers State.

Table 4: Result of correlation analysis between mentoring and team productivity of manufacturing firms

			Mentoring	Team Productivity
Spearman Rank (rho)	Mentoring	Correlation Coefficient	1.000	.673**
		Sig. (2 tailed)	.	.001
		N	329	329
	Team Productivity	Correlation Coefficient	.673**	1.000
		Sig. (2 tailed)	.001	.
		N	329	329

**Correlation is significant at 0.01 levels (2 tailed)

*Correlation is significant at 0.05 levels (2 tailed)

Source: SPSS-Generated Output

Table 4 shows the result of the correlation analysis carried out between mentoring and team productivity of manufacturing firms in Rivers State. The result indicates that mentoring has a strong positive correlation with team productivity (rho = .673**) and this correlation is significant at 0.01 level as indicated by the symbol **. Based on this result, the null hypothesis (Ho_4) is rejected and the alternate hypothesis is accepted. This implies that we then accept that there is significant relationship between mentoring and team productivity of manufacturing firms in Rivers State.

Discussion of Findings

This study found a significant relationship between training and employee productivity of manufacturing firms in Rivers State. This finding emerged from the result of the correlation analysis carried out on the two variables. The result showed a very strong and positive correlation between training and employee productivity (rho = .866**) and this correlation is significant at 0.01 level. Based on this result, the null hypothesis (Ho_1) was rejected and the alternate hypothesis was accepted. This means that we then accepted that there is significant relationship between training and employee productivity of manufacturing firms in Rivers State. This finding is supported by Bloom and Reenen (2010) who noted that training significantly increase employee productivity. Hameed and Waheed (2011) also agreed with this finding when they revealed

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that companies would experience increased employee productivity if they provide adequate training program for the employees.

This study also found a significant relationship between training and team productivity of manufacturing firms in Rivers State. This finding was derived from the result of the correlation analysis carried out on the two variables. The result revealed that training has a strong positive correlation with team productivity (rho = .762**) and this correlation is significant at 0.01 level. Hence, the null hypothesis (Ho_2) was rejected and the alternate hypothesis was accepted. This means that we then accepted that there is significant relationship between training and team productivity of manufacturing firms in Rivers State. This finding is in line with the research conducted by Anyadike (2013) which reported that training has a positive and significant effect on team productivity. Abah and Nwokwu (2016) also supported this finding when they revealed that training helps to develop the skills and competencies of employees which will result to greater team and organizational productivity.

This study discovered a significant relationship between mentoring and employee productivity of manufacturing firms in Rivers State. This finding was deduced from the result of the correlation analysis carried out on the two variables. The result revealed that mentoring is strongly and positively correlated to employee productivity (rho = .635**) and this correlation is significant at 0.01 level. As a result of this, we then rejected the null hypothesis (Ho_3) and accepted the alternate hypothesis which states that there is significant relationship between mentoring and employee productivity of manufacturing firms in Rivers State. This finding is supported by Mundia and Iravo (2014) which reported that mentoring has the capability of improving employee productivity. Ofobruku and Nwakoby (2015) also agreed with this finding when they revealed that employees can increase their individual productivity if they receive adequate mentorship program.

Finally, it was revealed that mentoring has a significant relationship with team productivity of manufacturing firms in Rivers State. This finding was derived from the result of the correlation analysis carried out on the two variables. The result showed mentoring has a strong positive correlation with team productivity (rho = .673**) and this correlation is significant at 0.01 level. Based on this result, the null hypothesis (Ho_4) was rejected and the alternate hypothesis was accepted. This implies that there is significant relationship between mentoring and team productivity of manufacturing firms in Rivers State. This finding is supported by Gamage (2015) who noted that mentoring enables team players to increase their productivity. Okoye and Ezejiofor (2013) also reported that team productivity is likely to increase if members of the team received adequate mentoring program from a more experienced team leader in the organization.

Conclusions

Given the dynamic nature of the environment and the accelerated rate of technological advancement, it becomes imperative for manufacturing firms in Rivers State to provide human capital development programs for their employees in order to abreast them (employees) with their latest developments in their respective fields. This can be done by providing adequate training and mentoring programs for employees to increase their productivity. The results of this study have proved that training is a significant predictor of organizational productivity as it has the capability of improving individual employee productivity and team productivity. The study also revealed that mentoring is a significant predictor of organizational productivity (employee productivity and team productivity). The implication of this finding is that if manufacturing firms provide

human capital development programs such as training and mentoring program, their organizational productivity will increase significantly.

Recommendations

The following recommendations are provided for the study:

1. Manufacturing firms in Nigeria especially those that are experiencing low productivity should provide human capital development programs for their employees as it would increase their organizational productivity.
2. Manufacturing firms in Nigeria should provide training program for their employees to abreast them with the latest developments in their respective fields as it would help to increase their productivity.
3. Human resources managers in manufacturing firms in Nigeria should attached less experienced employee to more experienced employee on a one-on-one mentorship program as this would enable their less experienced employees gain adequate knowledge and skills from the more experienced employees and increase their productivity.
4. Human resources managers in manufacturing firms in Nigeria should periodically conduct a performance appraisal exercise among employees in their company as this would enable them identify those employees that need further training and mentorship to improve their productivity and efficiency.
5. Finally, it is recommended that manufacturing firms in Nigeria should prioritize and invest massively in human capital development as this would develop the skills and knowledge of their workforce and make them to be more productive in a fast-changing environment.

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