

EFFECT OF EMPLOYEE COMPETENCE ON THE GROWTH OF NIGERIAN MANUFACTURING ORGANIZATIONS IN ENUGU STATE, NIGERIA. (A STUDY OF INNOSON GROUP OF COMPANIES, ENUGU)

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ABSTRACT

A study on the effect of employee competence on the growth of Nigerian Manufacturing Organizations in Enugu State was carried out to determine the effects of employee competence on job turnover, organizational expansion, and productivity of Nigerian Manufacturing Organizations in Enugu State. Survey research design was employed in carrying out the study. The population of the study was 2,056 workers of the conglomerate of Innoson group of companies in Enugu State. A sample size of 335 was derived using Yamani (1964) formula. Bowley's proportional allocation formula was also used in the distribution of the questionnaire to various strata of the 335 sample size. The total number of copies of questionnaire that were duly completed and returned was 315. The data collected were presented and analyzed using tables and percentages. The Hypotheses were tested using t-test statistics as obtained from statistical package for social science (SPSS) version 20. The study reveals that employee competence decreases job turnover of manufacturing organizations in Enugu State [$t(314) = 8.61, P < 0.05$]. The study further reveals that employee competence through active and consistent development of other employees contribute to organizational expansion of the manufacturing organizations in Enugu State [$t(314) = 7.42, P < 0.05$] and lastly, it reveals that employee competence contributes significantly to increase of organizational productivity in the manufacturing organizations in Enugu State [$t(314) = 7.03, P < 0.05$]. In conclusion, training for both managers and other employees are found to be very valuable for the actualization of the objectives of the manufacturing organizations in Enugu State given that an employee cannot perform more than the level of his competence no matter how he is motivated. It was therefore recommended that after employment and induction of managers, constant training should be organized for them so as to continuously improve their skill and general performance in the organization; that further training should be made compulsory in the manufacturing organizations for all the employees; and finally, that during recruitment, mediocrity or sentiment of any kind should be avoided so that right people will be placed in the right positions in the organizations.

Key Words: Organization. Work force, Productivity and Employee Competence

INTRODUCTION

This study looks at this topic from the angle that management understanding of the problems of an organization helps the modern manager to carry out his responsibilities effectively and efficiently in attaining the organizational set objectives. Management Development therefore helps today's managers to find out why the managerial approaches that worked in earlier times do not necessarily work today [1]. The building of competencies in both leaders and subordinates was seen to bring organizational change and increase a leader's effectiveness. The development of management as we know it is a relatively modern concept. The birth of the corporate giant also altered the business decision-making environment. Before the beginning of the Industrial Revolution, the manufacturing organizations comprised mainly of individuals who were skilled in their special fields. Knowledge of the craft was normally acquired through apprenticeship. During the 18th and 19th centuries as the Industrial Revolution took hold, the manufacturing industry was one of the most affected sectors. This Industrial Revolution spread from Great Britain to other parts of Europe including United States of America and ultimately to Nigeria as a developing nation.

Drucker (2009), [1], opines that managing implies responsibility for attempting to shape the economic environment, for planning, initiating and carrying out economic problems through changes in that economic environment, for constantly pushing back the limitations of economic circumstances on the enterprises ability to perform. However, Ivancevich (2013), [2], informs that management simply implies the process by which people, technology, jobs, tasks and other resources are combined and coordinated so as to effectively achieve organizational goals. However, effective and efficient combination and co-ordination of the resources is achieved by only those who are knowledgeable in the task.

Muo (2010), [3], expresses Management to be the process of performance of a set of functions by a set of people that plan, organize, direct, control and coordinate human and material resources of an organization to achieve a given objectives.

That without employees being developed, it is difficult for such an organization to survive; that there is likely going to be great turnover of staff in the organization.

From the above definitions, it follows that management plays vital roles in the productivity of an organization and in turn helps to increase the economic development of a country like Nigeria.

Hackett (1979), [4], in Ile (2011), [5], defines Development as a course of action, designed to enable the individual to realize his potential for growth in the organization.

Ile (2010), [6], therefore emphasizes that management development involves developing individual manager's knowledge, skills and attitudes to meet the present and future needs of the organization. He further states that the purpose of management is to avoid managerial obsolescence.

Beach (2008), [7], in Udeze (2009), [8], defines management development as a systematic process of training and growth by which individuals gain and apply knowledge, skill, insights and attitudes to manage work environment effectively.

The development of specialized tasks or departments within organizations had come with the rapid industrial growth and the creation of big business. One person no longer performed every task but specialized in performing only few tasks.

The management function will not be complete if the process of inducting knowledge and skills stops after the management development. The management therefore still has to exercise the function of training the employees who are the bedrock of production in an organization.

Shubin (1957), [9], in Udeze (2000), [10], states that building an efficient labour force requires not only proper selection but also effective training of employees. He further maintains that employee's talents are not fully productive without training. It is therefore evident that the major way organizations invest in their workforce for greater return today and even in the future is through the training and development of their employees. Through this training, the competences of the employees are observed. Competence as we know is a collection of

observable attitudes, skills and knowledge derived from the training of the staff. Building such competent employees in their special fields brings about increased performance and invariably increased productivity.

The role of competency development in enhancing the success of employees and organizations cannot be overemphasized and it has drawn the attention of most practitioners leading them to introduce competency development as a central part of their human resource practices. For an employee to be competent, the employee has to be very effective/efficient in carrying out specific functions in the organization. A manager is not competent if the manager is unable to carry out the managerial functions of planning, organizing, staffing, directing, controlling and so on. The manager has to be trained as to acquire all the necessary skills needed to carry out the job which is basically the management of other resources. That is why Ile (2010), [6], said that, “the task of selecting managers is difficult because of the complexity of the manager’s job”. When a new post is created in an organization, there is need to select an experienced manager to occupy the position. If the existing managerial teams are not competent, the organization has to seek outside as to hire one. This could be avoided if there has been a developed and existing competent manager in the organization. That is why Udeze (2000), [10], also puts it that, training and development cannot be ignored by any organization that aspires to increase its productivity.

Competency is therefore defined as a cluster of knowledge, skills and attitude or personal characteristics an individual must possess and appropriately use for optimal performance of specified work, [11]. Competencies are defined as behavioural skills combined with technical knowledge and skills that will serve as indicators of success in a position. Hayton and Mcevoy (2006), [12], opine that competency is a combination of skills, attitudes and with a high level of predictability in terms of quality and timeliness”. Boyatzis (1982), [13], defines competency as, “an underlying characteristics of a person which results in effective and/or superior performance in a job” or “an underlying characteristics of a person in that it may be a motive, a trait, a skill, and aspect of one’s self-image or

social role, or a body of knowledge which he or she uses". As described by Biu (2005), [14], competencies are "the ability or motivation to apply skills or knowledge-inherent and adaptive".

Lewis (2005), [15], observed that the word competency is widely used in business environments and refers to the skills that are necessary to achieve an effective performance level in the job. Every job will have a set of key competencies, some of which are essential and are desired or required to do job properly. Torrington, Hall and Taylor (2005), [16], defined competency from various dimensions: Competency may be trait, which is a characteristic or quality that a person has, such as efficacy, which is the trait of believing you are in control of your future and fate; competency may be a motive, which is the ability to demonstrate a sequence of behaviour that is functionally related to attaining a performance, goal; competence may be a person's self-image, which is the understanding we have on ourselves and an assessment of where we stand in the context of values held by others in our environment; competency may be a person's social role, which is a perception of the social norms and behaviours that are acceptable and the person then adopts it. Boyatzis (1982), [13], makes a further distinction of the threshold competency, which is "a person's generic knowledge, motive, trait, self-image, social role, or skill which is essential to performing a job, but is not casually related to superior job performance".

Competency according to Armstrong (1998), [17], is sometimes defined as referring to the dimensions of behaviour which lie behind competent performance. These are often called behavioural competencies because they are intended to describe how people will behave when they carry out their role well. If people behave as required by the competency definitions of good behaviour, then they will deliver good results. The assumption is based on an analysis of the behaviours of people who do perform well. If, so, then, other people who behave in the same way will also perform well.

Although different authors have defined competency from different dimensions, these definitions point at common issues of people, behaviours, attributes, skills,

traits, performance and results which the researcher also agrees are characteristics of competency. From all the above definitions, employee competence can therefore be seen as the ability of an employee to perform certain functions in an organization efficiently and effectively.

Therefore, for any organization to achieve sustainable organizational growth, there is the need for increased staff competence and the competence can be achieved through efficient managerial development. Taking into cognizance the fact that Nigeria is part of the global world business environment and that management staff is principally responsible for increased productivity, much importance have to be placed on the acquisition of skills and positive attitudes needed by this category of employees.

Organizations seem not to be too eager to utilize this potent measure for increased organizational productivity and as such growth. Therefore, the need for the study of the effect of employee competence in the growth of Nigerian manufacturing organizations arose.

Statement of the Problem

From the background of the study, one could see that employee competence can enhance the growth/expansion of organizations. However, Nigerian indigenous manufacturing organizations seem not to be very eager to utilize this potent tool for increased productivity. The growth potentials of the manufacturing organizations are seemingly not encouraging. Such manufacturing organizations rely mostly on one particular industrial area for productive activities. No relatively organizational expansion, despite huge cost involved in the production and distribution of products to the markets, the overuse of contract staff with little or no adherence to labour laws in Nigeria. The above inherent limitations can lead to lack of skill, enthusiasm, job turnover and above all, incompetent employees that cannot contribute to the achievement of the organizational aims and objectives.

The above situation, if not checked, may bring an organization to its natural death and therefore impact adversely to the economic growth of the nation. It is

therefore, against the above background that a study of the effect of employee competence on the Growth of Nigerian manufacturing organizations, a case study of Innoson Group of companies, Enugu, has become necessary.

Objectives of the Study

The broad objective of the study is to examine the effect of employee competence on the growth of Nigerian manufacturing organizations in Enugu state and the specific objectives are to;

- Determine the effects of employee competence on job turnover.
- Assess the effect of employee competence on organizational expansion.
- Ascertain the extent employee competence affects the productivity of the organization.

Research Questions

The following research questions were asked to guide the achievement of the above objectives:

- What are the effects of employee competence on job turnover?
- What is the effect of employee competence on organizational expansion?
- To what extent has employee competence affected the productivity of the organization?

Hypotheses

The following null hypotheses also guided the objectives and research questions.

- Employee competence has no effect on job turnover.
- Employee competence has no effect on organizational expansion.
- Employee competence has no significant effect on the productivity of the organization.

MATERIALS AND METHODS

Descriptive research method was used and survey research method was also adopted in carrying out this study. This method was adopted because of the relatively large population from which the information was collected.

The population of the study is made up of all the staff of the four conglomerate of Innoson group of companies in Enugu State namely; Innoson Technical & Industrial company.- 620, Innoson Nigeria Ltd -436, Innoson Tyre Manufacturing Company - 420 and Innoson Vehicle Manufacturing Company (IVM) - 580, totaling 2,056.

In every research study, a researcher is expected to choose a sample size. This becomes absolutely necessary when the study population is relatively large like this study [18]. The sample size of the study was therefore 335. The researcher applied statistical tool using Bowley's proportional allocation formulae, Kumar Sam (1976), [19], to identify the individual company staff involvement.

The instrument for collection of primary data for the study was questionnaire. The questionnaire was structured questions that covered the four conglomerate of Innoson group of companies. The researcher adopted face and content validity. Also to determine reliability of the instrument, the researcher adopted test and re-test administration. This involved administration of the questionnaire to a pilot group from the population at different intervening periods. The data for the study were presented in tables while Pearson product-moment correlation coefficients were used for test of hypotheses, analysis were based on the tested hypotheses.

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS, SUMMARY, CONCLUSION AND RECOMMENDATIONS.

Presentation of Data

In this chapter, data collected were presented and analyzed based on the research questions and hypotheses that guided the study. A total of 335 (three hundred and thirty five) questionnaire were distributed in accordance with the four manufacturing organizations under study. Three hundred and fifteen (315) of

the questionnaire were returned valid, representing 94.1 percent while twenty (20) of them were either not returned or invalid, representing 5.9 percent. However, the analysis was based on the returned and valid questionnaire.

Table 1: Shows the Administration and Return of Questionnaire

S/N	Company	No. Distributed	No. valid Returned	No. not Returned or invalid	Percentage of valid returned
1	Innoson Technical & Industrial company Ltd	101	96	5	28.7
2	Innoson Nigeria Ltd	71	65	6	19.4
3	General Tyres and Tubes company Ltd	68	64	4	19.1
4	Innoson Vehicle Manufacturing Company (IVM)	95	90	5	26.9
	Total	335	315	20	94.1

Source: Field Survey, 2015

Table 2: How long have you worked in your Organization?

		Frequency	Percentage	Valid Percent	Cumulative Percent
Valid	1-3 years	31	9.8	9.8	9.8
	4-6 years	185	58.7	58.7	68.5
	7-9 years	50	16.0	16.0	84.5
	10-12 years	37	11.7	11.7	96.2
	13-15 years	12	3.8	3.8	100.0
	Total	315	100.0	100.0	

Source: Field Survey, 2015

Table 3: How many times have you gone on training in your organization?

		Frequenc	Percent	Valid	Cumulative
		y		Percent	Percent
Valid	1 time	242	77.0	77.0	77.0
	2 times	48	15.2	15.2	92.2
	3 times	14	4.4	4.4	96.6
	4 times	8	2.5	2.5	99.1
	5 times	3	0.9	0.9	100.0
	Total	315	100.0	100.0	

Source: Field Survey, 2015

Table 4: Which type of training did you undergo?

		Frequenc	Perce	Valid	Cumulative
		y	nt	Percent	Percent
Valid	Orientation on the job	293	93.0	93.0	93.0
	Study leave	4	1.3	1.3	94.3
	Seminar	6	1.9	1.9	96.2
	Workshop	11	3.5	3.5	99.7
	Symposia	1	0.3	0.3	100.0
	Total	315	100.0	100.0	

Source: Field Survey, 2015

Table 5: You were promoted after the training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	44	14.0	14.0	14.0
	A				
	DA	174	55.2	55.2	69.2
	UD	18	5.7	5.7	74.9
	A	52	16.5	16.5	91.4
	SA	27	8.6	8.6	100.0
	Total	315	100.0	100.0	

Source: Field Survey, 2015

Table 6: The training obtained has been useful in the discharge of your duties in the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	20	6.3	6.3	6.3
	A				
	DA	61	19.4	19.4	25.7
	UD	69	21.9	21.9	47.6
	A	118	37.4	37.4	85.0
	SA	47	15.0	15.0	100.0
	Total	315	100.0	100.0	

Source: Field Survey, 2015

Table 7: Your Organization has experienced exits of workers in dozens for the past 5 years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	24	7.6	7.6	7.6
	DA	46	14.6	14.6	22.2
	UD	21	6.7	6.7	28.9
	A	177	56.2	56.2	85.1
	SA	47	14.9	14.9	100.0
	Tot	315	100.0	100.0	
	al				

Source: Field Survey, 2015

Table 8: Sales Turnover in your Organization has been low for the past 5 years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	34	10.8	10.8	10.8
	DA	55	17.5	17.5	28.3
	UD	22	6.9	6.9	35.2
	A	164	52.1	52.1	87.3
	SA	40	12.7	12.7	100.0
	Tot	315	100.0	100.0	
al					

Source: Field Survey, 2015

Table 9: As a result of low sales turnover, the company has experienced decrease in market share.

		Frequenc	Percent	Valid	Cumulative Percent
		y		Percent	
Val id	SD	30	9.5	9.5	9.5
	DA	54	17.1	17.1	26.7
	UD	22	7.0	7.0	33.7
	A	174	55.2	55.2	88.9
	SA	35	11.1	11.1	100.0
	Tot	315	100.0	100.0	
	al				

Source: Field Survey, 2015

Table 10: Your Organization has expanded in units, branches, product lines and customer base.

		Frequency	Percen	Valid	Cumulative
			t	Percent	Percent
Val id	SD	52	16.5	16.5	16.5
	DA	166	52.7	52.7	69.2
	UD	19	6.0	6.0	75.2
	A	56	17.8	17.8	93.0
	SA	22	7.0	7.0	100.0
	Tot	315	100.0	100.0	
	al				

Source: Field Survey, 2015.

Table 11: Employee Competence has effect on Sales Turnover of your Organization

		Freque ncy	Perce nt	Valid Percent	Cumulative Percent
Val id	SD A	21	6.7	6.7	6.7
	DA	55	17.5	17.5	24.1
	UD A	16	5.1	5.1	29.2
		174	55.2	55.2	84.4
	SA	49	15.5	15.6	100.0
	Tot al	315	100.0	100.0	

Source: Field Survey, 2015

Table 12: Employee Competence has significant effect on market share of your Organization

		Frequency	Perce nt	Valid Percent	Cumulative Percent
Val id	SD A	24	7.6	7.6	7.6
	DA	60	19.0	19.0	26.6
	UD A	21	6.7	6.7	33.3
		166	52.7	52.7	86.0
	SA	44	14.0	14.0	100.0
	Tot al	315	100.0	100.0	

Source: Field Survey, 2015

Table 13: Employee Competence has effects on organizational expansion.

		Freque ncy	Perce nt	Valid Percent	Cumulative Percent
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Valid	SD	29	9.2	9.2	9.2
	A				
	DA	47	15.0	15.0	24.2
	UD	27	8.6	8.6	32.8
	A	162	51.4	51.4	84.2
	SA	50	15.8	15.8	100.0
	Tot	315	100.0	100.0	
	al				

Source: Field Survey, 2015

Table14: Employee Competence has implications on job turnover of your organization.

		Frequen	Perce	Valid	Cumulative
		cy	nt	Percent	Percent
Valid	SD	23	7.3	7.3	7.3
	A				
	DA	58	18.4	18.4	25.7
	UD	21	6.7	6.7	32.4
	A	162	51.4	51.4	83.8
	SA	51	16.2	16.2	100.0
	Tota	315	100.0	100.0	
	l				

Source: Field Survey, 2015

Test of Hypotheses

The three hypotheses tested were one tailed; SPSS software version 20 facilitated calculations performed on the variables. The p values were by default shown as two tailed, but the researcher divided each of the p values by 2 to arrive at one tailed result because the hypothesis tested in this study were one tailed. The p value means probability value which is also known as observed level of significance. The one sample t test was used to find difference between the

population mean and sample mean.

Decision rule: The null hypothesis is not rejected when the p value is greater than 0.05. Otherwise, it is rejected and the alternative hypothesis is accepted as an indication that there is enough statistical evidence to support the alternative hypothesis.

Hypothesis One

Employee Competence has no effect on job turnover of manufacturing organizations in Enugu state.

Table 15: One-Sample Statistics: Pearson product-moment correlation coefficient

	N	Mean	Std. Deviation	Std. Error Mean
Mean Response	315	3.5556	1.14516	.06452

Table 15 shows that the sample mean is 3.56, standard deviation is 1.15, n = 315 while table 16 shows that calculated value of t is 8.61, degree of freedom: 314, p value = 0.00, $t(314) = 8.61$, $P < 0.05$

Table 16: One-Sample Test: Pearson product-moment correlation coefficient

Test Value = 3.0							
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	Lower	Upper
Mean Response	8.610	314	.000	.55556		.4286	.6825

Conclusion

Since the p value = 0.00 (<0.05), we reject the null hypothesis and accept the alternative hypothesis which supports the statement that Employee Competence has significant effect on job turnover of manufacturing organizations in Enugu.

Hypothesis Two

Employee Competence has no effect on the organizational expansion of manufacturing firms in Enugu state.

Table 17: One-Sample Statistics: Pearson product-moment correlation coefficient

	N	Mean	Std. Deviation	Std. Error Mean
Mean Response	315	3.4984	1.19280	.06721

Table 18: One-Sample Test: Pearson product-moment correlation coefficient

Test Value = 3.0

	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Mean Response	7.416	314	.000	.49841	.3662	.6306

Table 17 shows that the sample mean is 3.50, standard deviation is 1.19, n = 315 while table 18 shows that calculated value of t is 7.42, degree of freedom: 314, p value = 0.00, $t(314) = 7.42$, $P < 0.05$.

Conclusion

Since the p value = 0.00 (<0.05), we reject the null hypothesis and accept the alternative hypothesis which supports the statement that Employee Competence

has significant effect on organizational expansion of manufacturing firms in Enugu.

Hypothesis Three

Employee Competence does not have significant effect on productivity of the manufacturing organizations in Enugu state.

Table 19: One-Sample Statistics: Pearson product-moment correlation coefficient

	N	Mean	Std. Deviation	Std. Error Mean
Mean Response	31	3.463	1.17067	.06596
	5	5		

Table 20: One-Sample Test: Pearson product-moment correlation coefficient

Test Value = 3.0

	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Mean Response	7.027	314	.000	.46349	.3337	.5933

Table 19 shows that the sample mean is 3.46, standard deviation is 1.17, n = 315 while table 20 shows that calculated value of t is 7.03, degree of freedom: 314, p value = 0.00 $t(314) = 7.03$, $P < 0.05$

Conclusion

Since the p value = 0.00 (<0.05), we reject the null hypothesis and accept the alternative hypothesis which supports the statement that Employee Competence has significant effect on productivity of manufacturing organizations in Enugu.

Discussion of Findings

It is important to note here that the Discussion of research findings represent one of the key components in research process. Therefore, attempt was made to discuss the findings in line with the objectives of the research, and the hypothesis

tested to ensure that the research properly measured the data obtained.

Effect of Employee Competence on job Turnover of Manufacturing Organizations in Enugu State.

The study looked into the effect of employee competence on job turnover of manufacturing organizations in Enugu state based on the products, services and ideas the organizations offer. It is a known fact that the success of any manufacturing organizations is assessed with the level of its competent worker retention ability. The quantity and quality of the organization's products, services or ideas produced and sold to customers with reasonable margin of profit also determine the success of the organization.

This is in line with the contribution of Hastings (2009), [20], who posits that sales turnover represents the value of goods and services provided to customers during a specified period of time.

The tested hypothesis 1, using t-test statistic, confirmed that calculated value t (8.61) is greater than the critical value of t (1.645) from t-distribution table. The researcher therefore, rejects the null hypothesis and accepts the alternate hypothesis that employee competence affects job turnover in the organizations under study. The study reveals that staff turnover which is as a result of low sales turnover takes place when the management is not capable of applying the retention strategy which can stop the exit of competent workers from the organizations by motivating them to put in their best.

Effect of Employee Competence on Organizational Expansion of Manufacturing Organizations in Enugu State.

Here the questionnaire question was asked to ascertain whether employee competence affects organizational expansion. Majority of the respondents agree that employee competence has effects on organizational expansion. The tested hypothesis 2, confirms that employee competence has influence on the organizational expansion of the manufacturing organizations in Enugu state. This expansion has many phases and directions given the strengths and weaknesses of

the organization. That is why Cameron and Whetten (1981), [21], submit that managers should not be tempted to surpass their current phase of expansion due to eagerness. The Authors further opines that managers should avoid repeating solutions, as this will prevent the evolution of new phase of growth that brings about expansion. These submissions which is in tandem with the response of the respondents led the researcher to reject the null hypothesis and accept the alternate hypothesis which states that employee competence affects organizational expansion of manufacturing organizations in Enugu state. Expansion issue is a circular issue in that employee competence has its result on the output of quality products and this gives room for high sales turnover position in the market and invariably expansion of the organization in order to meet the increasing demand for the product. The initiative of a good, efficient and effective developed manager is required to be able to effect such expansion.

Effect of Employee Competence on Productivity of the Manufacturing Organizations in Enugu State

Productivity has to do with the quantity of the organization's product that the employees were able to produce and sell to customers relative to the organization's competitors. The study reveals that higher productivity normally comes from the expertise of the employees of the organization who works hard in order to achieve set organizational goals.

This is in line with the contribution of Okafor (1995), [22], who meant that market share which most organizations will want to achieve, most times, affects the price to be set for its products. This is to say that the manager may apply that strategy to scare other competitors from the market since they may not be capable of withstanding the loss they could incur, knowing full well that in the long run, they might break-even. It is the competence that generates this level of productivity that gives the organization this kind of competitive advantage.

The tested hypothesis 3 where the calculated value t-test is 7.03 is greater than the critical value of 1.645 from t-distribution table. This led the researcher to reject the null hypothesis and accept the alternate hypothesis which states that employee competence has significant effect on productivity of manufacturing organizations in Enugu state.

Summary of Findings

From the result of the data analysis the study revealed as follows:

- Employee competence reduces job turnover in Nigerian manufacturing organizations in Enugu State in that it is through competent employees that the quality of the products or services are improved, thereby positioning the organizations strategically in the market [$t(314) = 8.61$, $P < 0.05$] to increase sales and profits from which the employees are motivated.
- Employee competence contributes to increased productivity and therefore creates market opportunities for the organizations in question [$t(314) = 7.03$, $P < 0.05$].
- Expansion of the organization is as a result of the competence of the employees in their different fields. This is evidenced in the products or services produced or rendered. The more the products are produced, the need for expansion to other geographical zones so as to market the products or services. Geographic expansion or opening up of zones automatically calls for managers that can man the zones. Therefore, lack of Managerial development and competent employees constrains organizational expansion in the manufacturing organization in Enugu State [$t(314) = 7.42$, $P < 0.05$].
- Employee development through training on the job is one of the employee competence indices that is used to retrain the employees and motivate them to perform optimally in the organizations. Therefore, lack of motivation in terms of training becomes a hindrance to employee retention because training is one of the

major benefits the employees will be proud of, if acquired in their organization [$t(314) = 7.66, P < 0.05$].

Conclusion

In conclusion, the broad objective of this study was to evaluate the effect of Employee competence on the growth of Nigerian manufacturing organizations with focus on Innoson group of companies in Enugu State. This revealed that Employee competence significantly reduces job turnover rate in Nigerian manufacturing organizations in Enugu State. It as well drew attention to other variables that could be made better in the organizations which includes branch expansion, high productivity and growth. In effect, the study looked into capacity building in terms of training of the employees in their fields of operations for effective operations. This will in turn contribute positively to economic advancement of Nigeria.

Recommendations

The results of this study have shown that lack of Employee competence in Nigerian manufacturing organizations contribute to inability of most firms to grow in terms of brands or lines of products or services they produce or render for growth and expansion. None employee competence therefore leads to poor market performance and high job turnover in these organizations. Hence the researcher makes the following recommendations;

- That after employment and induction of initial training to groom an employee, constant Employee training should be organized for the whole employees to help improve the workers skills and general performance in the organization.
- That it should be made possible in the manufacturing organizations for every employee to undergo further training so as to be able to acquire the necessary skills required in their job.
- That the employees should be motivated with improvement of their skills to avoid job turnover and thereby save cost of new recruitment.
- That the employees should be promoted to a new position after training so as

to enhance their general performance in the organization.

- Finally, that during recruitment, mediocrity or sentiment of any kind should be avoided so that right employees will be placed in the right positions in the organizations.

It is the believe of the researcher that if the above recommendations are effected, the incidence of job turnover will be avoided in the organizations and increased productivity, sales turnover, and total expansion of the organizations will be assured and this will invariably make the organizations to contribute their own quota in the economic growth of Nigeria.

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