

Human Capital Development and Employee's Performance in Manufacturing Companies in Nigeria

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Abstract: This paper examines the relationship between human capital development and employee's performance in manufacturing Companies in Nigeria. Specifically, it sought to examine the significance of the relationship between formal education, skills and employee's creativity on the employee's performance. The study adopted a survey design method using a modified questionnaire for data collection. Four quoted manufacturing companies were selected for the study with a population of 345 employees. The study adopted Taro Yamane method of determining sample size to obtain 185 respondents who attended to the questionnaire.. Frequency distribution statistics, descriptive statistics, percentages and Pearson correlation coefficient were employed in analyzing the data, aided with the Statistical Package for Social Sciences (SPSS) version 23.0. Results from the analysis showed that formal education, skills and employee's creativity have significant relationship with employee's performance in manufacturing companies in Akwa Ibom and Cross River States of Nigeria. The study recommended that manufacturing companies should promote human capital development by training employees in formal education, improve on the skills of the employees through on-the-job and off-the-job training and encourage employee's creativity by way of reward.

Key words: human capital development; formal education; skills; creativity; employee's performance

JEL codes: M12

1. Introduction

The essential point of human resource management lies in an integrated effort to manage and develop human capabilities to achieve significantly high level of performance which can be directed to accomplish the goals of an organization (Ajisafe et al., 2016). Human capital development and employee's performance are twin concepts that have fascinated human resource (HR) scholars, economists and employers of labour for several decades. This is why many theories have been propounded on the subject matter, and several researches have been done in the field. Suffice it to say that not every stock of labour force constitutes human capital, particularly in a labour-surplus economy like Nigeria.

Human capital is generally understood to consist of individual's capabilities, knowledge, skills and experience of the company's employees and managers, as they are relevant to the task at hand, as well as the capacity to add to this reservoir of knowledge, skills and experience through individual learning (Dess & Picken,

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1999). Armstrong (2009) hypothesized that human capital represents the human factor in the organization, the combined intelligence, skills and expertise that gives the organization its distinctive character. Human capital development therefore refers to the sustained strategies for enhancing employee's performance in organization to achieve its lofty goals. James (2009) averred that human capital creativity is enshrined in individuals to perform a task in order to produce result. Hence, the core ingredients in human capital include knowledge, skills, experience, expertise, intelligence, creativity, innovation, talents, abilities and the capacity to add to these ingredients through individual learning.

Employee's performance is defined as the way to carry out the job task according to the prescribed job description. Saeed et al. (2003) posited that job performance is the art to complete the task within the defined boundaries. Generally, employee's performance shows the effectiveness of employee's specific actions that contribute to attain organizational goal.

The link between human capital development and employee's performance is obvious. Abel and Bernanke (2005) argues that the technical change in recent years has been skill-biased, meaning that it has raised the productivity of highly trained or educated workers more than that of the less skilled. This is indicative of the fact that some new manufacturing techniques rely considerably more on workers initiative and problem solving than did the traditional assembly-line approach and this require more highly skilled workers. Also, modern manufacturing techniques are highly computerized and this development has in many cases increase the productivity of more skilled workers while squeezing out those without the education or training to use the new tool effectively.

Human capital has become the best resource a firm can depend for competitive advantage. Traditionally, competitive advantage was assumed to depend largely on natural resources, technology, or economies of scale. These factors are easy to imitate nowadays, but human capital remains valuable, rare, and a hard-to-imitate resource that reside within the organization and favors competitive advantage (Stiles & Kulvisaechna, 2003). Therefore, human capital development becomes a sine qua non for organizational effectiveness. It is one of the human resource management best practices for encouraging high skills, abilities, knowledge, expertise, intelligence and experience through careful selection and high investment in training.

The study is aimed at assessing the impact of human capital development on employee's performance. Specifically, the study sought to:

- Examine the significance of the relationship between formal education and employee's performance in selected manufacturing companies in Akwa Ibom and Cross River States of Nigeria.
- Assess the significance of the relationship between skills and employee's performance in selected manufacturing companies in Akwa Ibom and Cross River States of Nigeria.
- Examine the significance of the relationship between creativity and employee's performance in selected manufacturing companies in Akwa Ibom and Cross River States of Nigeria.

1.1 Statement of the Problem

Essentially, manufacturing business is concerned with the process of converting raw materials, components, or parts into finished goods that meet a customer's expectations or specifications. It employs a man-machine set up which requires high specialization for production processes. It has been established that technical change in recent years has been skill-biased and this requires more highly skilled workers. In addition, in Nigeria the business operating environment is full of uncertainties which requires highly prepared individuals whose orientation is for quality and excellence. Unfortunately, this set of individuals is in short supply even though there

is surplus workforce in the economy. A number of empirical evidence has confirmed that investment in human capital development could spur the performance of employee on every designed task (Dess & Picken, 1999). Many manufacturing companies in Nigeria seem to be indifferent on issues concerning employee education and training, opting for investment in tangible assets in spite of the fact that these assets are manned by people and could be imitated. These organizations now are saddled with employees' counterproductive attitudes to work, which is an indication of employee's inefficiency, resulting from poor education, inadequate skills and lack of creative knowledge. The implication is that the manufacturing sector experiences poor growth. Productivity shrinks and the economy continuously depends on imported finished and semi-finished goods, thus impacting negatively on the wellbeing of the citizenry.

1.2 Research Questions

The study was guided by the following research questions:

- (1) Is there any significant relationship between formal education and employee's performance in the selected manufacturing companies in Akwa Ibom and Cross River States?
- (2) Is there any significant relationship between skills and employee's performance in the selected manufacturing companies in Akwa Ibom and Cross River States?
- (3) Is there any significant relationship between employee's creativity and job performance in the selected manufacturing companies in Akwa Ibom and Cross River States?

1.3 Research Hypotheses

H₀: There is no significant relationship between formal education and employee's performance in the selected manufacturing companies in Akwa Ibom and Cross River States of Nigeria.

H₀: There is no significant relationship between skills and employee's performance in the selected manufacturing companies in Akwa Ibom and Cross River States of Nigeria.

H₀: There is no significant relationship between creativity and employee's performance in the selected manufacturing companies in Akwa Ibom and Cross River States of Nigeria.

2. Literature Review

2.1 Conceptual Literature

In about six decades now the concept of human capital has received attention from human resource scholars and researchers. Stiles and Kulvisaechna (2003) believes that the emphasis on human capital in organizations reflects the view that market value depends less on tangible resources, but rather on intangible ones, which are the human resources. Youndt, Snell, Dean and Lepak (1996) had identified inimitability as a key singular characteristic that distinguishes human capital from other forms of capital in organizations.

In terms of inimitability, Becker and Gerhart (1996), cited in Stiles and Kulvisaechna (2003) stated that two reasons why human resources may be difficult to imitate: causal ambiguity and path dependency. First, it is difficult to grasp the precise mechanism by which the interplay of human resource practice and policies generate values, and second, these HR systems are path dependent. They consist of policies that are developed overtime and cannot be simply purchased in the market by competitors.

Whereas human capital is a pivot in organization's goal attainment, management is considerably obliged to its development in line with organizational goals and objectives. Marimuthu et al. (2009) stated that human capital development is a sustained strategy for enhancing employee job performance to achieve a competitive advantage

in the changing business environment. Ajisafe et al. (2015) added that the aspect of human capital development that have significant relevance to the organization's workforce and productivity are; formal learning (learning leading to qualification); non-certified learning (on-the-job training, work experience, or other learning not leading to a formal qualification); foundation skills, management skills and leadership skills.

The importance of human capital development cannot be underplayed in organizations. Fajana (2002) stated that training and development of all levels of staffers become necessary due to changes in technology. These practices reduce resistance to change due to technology advancement and policy adjustment, as well as enhancing the practice of internal promotion and merit based research which has been found to instigate self-motivation in most employees. Abel and Bernanke (2005) argued that the technical change in recent years has been skill-biased, meaning that it has raised the productivity of highly trained or educated workers more than that of the less skilled. For example, some new manufacturing techniques rely considerably more on worker initiative and problem solving than did the traditional assembly-line approach, and thus require more highly skilled workers. Employees who invest in education and training will raise their skill level and be more productive than those with less skill and so can justify higher earnings as a result of their investment in human capital, (Stiles & Kulvisaechana, 2003). Human capital defines the link between human resource practices and business performance. It is indeed the knowledge, skills and abilities of individual that create value, which is why the focus has to be on means of attracting, retaining, and maintaining the human capital they represent.

2.2 Theoretical Literature

A number of theories exists that address the issue of human capital development and employee's performance, but the ones that are relevant to this study are the Human Capital Theory and the resource-based view (RBV) theory.

2.2.1 The Human Capital Theory

The human capital theory was propounded in 1961 by Theodore William Schultz (1902-1998). The theory states that human capital consists of the accumulation of all prior investment in education, on-the-job training, health, migration, and other factors that increase individual productivity and therefore, earnings. The theory also adds that through acquisition of knowledge and skills, labourers have economic value. The theory emphasizes that organizations assign primary importance to the formation of physical capital in spite of the fact that the knowledge and skills required to take on and use efficiently the superior techniques of production is in short supply. It describes human capital as the most valuable resource available to which overt investment for its development enhances employee performance and raises productivity.

Becker (1964) put emphasis on the theory that education or training raises the productivity of workers by imparting knowledge and skills, hence, raising workers' future income by increasing their lifetime earnings. The theory is relevant to the study because it recognizes human capital as a valuable asset in organizations, the development of it will give such organizations a competitive advantage. The theory also creates linkage between knowledge and skills development on one hand and employee's growth and increased earnings on the other hand which impact positively on employee work performance.

2.2.2 The Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory also substantiates the importance of human capital development in organization. Stiles and Kulvisaechana (2003) cited the work of Penrose (1959) as the beginning of the Resource-Based View (RBV) of the firm. This was later articulated by Rumelt (1984), and Burney (1991, 1995). The work of Grant (2002) also puts light on the theory. Central to the Resource-Based View (RBV) is the idea that

organization is essentially a pool of resources and capabilities, and that these resources and capabilities are the primary determinants of its strategy (Grant, 2002). The concept of resource-based view favours human capital development as the best resource a firm can depend for competitive advantage. The single, most important characteristics of inimitability makes human capital unique, rare and most valuable. Snell, Youndt and Wright (1996) posit that if the types and levels of skills are not equally distributed, such that some firms can acquire the talent they need and others cannot, then (*Ceteris Paribus*) that form of human capital can be a source of sustained competitive advantage.

2.3 Empirical Literature

Several research works have been carried out on human capital development and performance of employees in organizations. Udu and Ewans (2016) conducted a study on "Human Capital Development and Employees job performance: A study of Double Diamond Plastic Manufacturing Firm, Aba, Abia State, Nigeria". The main objective of the study was to determine the effect of human capital development on employees' job performance. The authors examined the extent to which on-the-job and off-the-job training relate to quality of work performance and work efficiency of Double-Diamond plastic manufacturing firm. The study employed a survey-type of research in which correlation design was employed in an attempt to identify the direction and magnitude of the relationship between the studied variables. Structured questionnaire drawn on 5-point scale rating was administered to a sample of one hundred and sixty-five (165) respondents drawn from the population of the study. The data collected from the respondents were analyzed with Pearson's Product Moment Correlation and P-value. The findings showed a positive relationship between on-the-job training and quality of employee job performance, and a positive relationship existed between off-the-job training and workers efficiency. These implied that increase in human capital development enhances employees' performance, which in turn, leads to increased organizational performance. The study recommended that organization should allocate considerable efforts, time, and resources to invest on human capital development for the acquisition of practical skills, and learning experience deep-rooted on the work for operational excellence.

Anumudu (2010) studied 'The Impact of Human Capital on Labour Productivity in Manufacturing Industries in Enugu and Anambra States of Nigeria'. The objectives of the study included providing a quantitative evaluation of the impact of human capital on labour productivity, and determining the statistical significance of the impact of human capital on labour productivity. The study applied the ordinary least squares and the principal component analysis in the estimation. The evaluation results showed that human capital has a positive effect on the labour productivity level of the industry. It also showed that training, education, health and research are strongly correlated with productivity. The study observed under investment in human capital in some manufacturing industries and recommended for improvement in the level of investment and productivity of human capital so as to produce positive growth in the manufacturing industries.

Adejumo, Olomola & Adejumo (2013) conducted a study on "The Role of Human Capital in Industrial Development: The Nigerian Case (1980-2010)". The study examined the effect of human capital on sustainable industrial development in Nigeria. Time series data covering the period 1980-2010 were used. It was discovered that human capital has to a large extent impacted on industry value-added, but in terms of output generated industrially, the effect remains low in Nigeria. The study recommended intensive training programmes in technical and non- technical areas to provide a concrete base for personnel to cope with the dynamics of the industry.

Awan and Sarfraz (2013) conducted a study on "The Impact of Human Capital on Company Performance and the Mediating Effect on Employee's Satisfaction". The specific objectives of the study were to find how human

capital investments affects organization's performance; to study the level of effect of training of employees on firm's performance, to determine if there is any relationship between human capital investments and firm's performance; and to find ways to use human capital investments in a better way to achieve higher firm's performance. The study used the technique of simple random sampling to collect data from the three companies in the telecom sector of Pakistan which included Mobilink, Telenor and Ufone. The study methodology was a survey design using questionnaire with 5 point Likert scale for data collection. Data were analyzed using statistical package software for social sciences (SPSS) and the method of linear regression to test the hypotheses. The results showed that human capital investments have a strong relation with firm performance and employee's satisfaction mediates the process between both variables. The study recommended that organizations should pursue to invest in training and education of their employees which will help them maintain core competences and enhance their productivity and level of performance.

Ajisafe, Orifa and Balogun (2015) conducted a study on "Influence of Human Capital Management on Organizational Performance" with special focus on the banking industry. The objective of the study was to examine the extent to which human capital management influence organizational performance. The study adopted a descriptive research design of correlation type. The data collection instrument was a self-design 16-items questionnaire, which measured organizational position on human capital management (leadership practices, workforce-optimization, learning capacity, knowledge accessibility) and organizational performance. The data collated were analyzed using the mean (\bar{x}) statistic and Pearson Product Moment Correlation (PPMC). The mean of 3.0 was taken as the critical value for decision such that a mean response that falls below 3.0 was considered "Not influential" while a mean response of 3.0 and above was regarded as "influential". Results of the study showed that human capital management has significant and positive influence on organizational performance. It was recommended that training and development programs should be prioritized in the banking industry and workers should be made to develop their careers to ensure job security.

Igbaekemen and Odivwri (2014) conducted a study on "The Impact of Human Capital Development on Workers' Productivity in Nigeria Public sector". The key objectives of the study were to examine and explore the role of human capital development in enhancing employee's productivity, as well as the impact of human capital development programs on workers behavior and effectiveness at work. The study employed the survey design methodology, using structured questionnaire for data collection. Data were analyzed with the use of descriptive analytical tool such as tables and percentages. The chi-square method was adopted to test the hypotheses and the statistical package for social sciences (SPSS) was also in use for coding, summarizing and tabulation of responses. The findings of the study show that human capital development has a positive impact on employees' productivity, and employees' development contributes positively to overall organizational efficiency. The study suggested that organizations should engage all classes of employees in training including the senior staff in order to enhance their effectiveness and efficiency.

Marimuthu, Arokiasamy and Ismail (2009) conducted a literature-based study on "Human Capital Development and Its Impact on Firms' Performance: Evidence from Developmental Economics". It began by defining the concepts of human capital and firm performance. It also explored the human capital theory and connections between human capital and firm performance. The main purpose of the study was to develop a model to show the relationship between human capital and firm performance. The model identified training, education, knowledge and skill as key indicators of human capital investment that will enhance human capital effectiveness. The model also viewed firm performance in two perspectives, financial performance and non-financial

performance. It identified productivity, market share and profitability as indicators for financial performance, whereas non-financial performance indicators include customer satisfaction, innovation, workflow improvement and skills development. In conclusion, the study's literature reviews showed that there are reasonably strong evidences to show that the infusion of human capital enhancement in organizations promotes innovativeness and greater firm performance.

3. Research Methodology

The research design adopted for the study was a survey-type. The sampling technique was purposive resulting in the selection of two quoted and two non-quoted manufacturing companies located in Akwa Ibom and Cross River States of Nigeria. These companies are: Larfargeholcim Plc, Mfanosing Business Unit, Calabar; Eastern Top Feeds Company Limited, Calabar; Champion Breweries Plc, Uyo and Niger Mill Company Limited, Calabar. A modified questionnaire was used for data collection from a sample size of 185, out of a study population of 345 employees.

3.1 Method of Data Analysis

Frequency distribution statistics, descriptive statistics, percentages and Pearson correlation were employed in analyzing the result gathered for the purpose of this research. The percentage helps to know the perception of the respondents concerning the questions. The Statistical Package for Social Sciences (SPSS) 23.0 was used to carry out the analyses and test the hypotheses. In addition, the Pearson correlation determines the extent to which two variables of interest correlate at a significant level.

4. Data Presentation and Analysis

The data collected from the field were analyzed and discussed in line with the study objectives. The respondents held various qualifications ranging from Ordinary National Diploma to Bachelor of Science Degree, and above. These respondents were given a modified questionnaire and comprised 120 males and 65 females. This is presented in Table 1.

Table 1 Gender

	Frequency	Percentage*	Cumulative Percentage
Female	65	35.14	35.14
Male	120	64.86	100.0
Total	185	100.0	

Source: Field survey 2017.

*percentages are displayed in two (2) decimal places

Table 1 shows that 65 or 35.14% of the respondents were females while 120 or 64.86% of the respondents were males. Thus, the survey revealed that more of the respondents were male who constitute majority of workers in the manufacturing companies and this shows objectivity in selection.

The researcher needed to find out the age of the respondents working in the selected companies. The age composition of respondents is depicted in Table 2.

Table 2 Age

	Frequency	Percentage*	Cumulative Percentage
20-30 years	49	26.49	26.49
31-40 years	54	29.19	55.68
41-50 years	50	27.03	82.71
51 years and above	32	17.29	100
Total	185	100	

Source: Field survey 2017.

*percentages are displayed in two (2) decimal places

Table 2 shows that 26.49% of the respondents ranged between the age 20 and 30 years; 29.19% of the respondents were between age 31 and 40; 27.03% of the respondents aged 41-50 and 17.29% of respondents were 51 years and above.

Table 3 Marital Status

	Frequency	Percentage*	Cumulative Percentage
Single	78	42.16	42.16
Married	107	57.84	100
Total	185	100	

Source: Field survey 2017.

*percentages are displayed in two (2) decimal places

Table 3 indicates that 78 or 42.16% of workers in the selected manufacturing companies were single while 107 or 57.84% of workers were married. The large numbers of married respondents showed discipline and responsible set of employees.

Table 4 Educational Qualification

	Frequency	Percentage*	Cumulative Percentage
OND	95	51.35	51.35
HND/B.Sc.	67	36.22	87.57
POST B.Sc.	23	12.43	100.00
Total	185	100	

Source: Field survey 2017.

*percentages are displayed in two (2) decimal places

Table 4 depicts the educational qualification of workers in the selected companies. It shows that 95 or 51.35% are holders of Ordinary National Diploma (OND), 67 or 36.22% are holders of Bachelor of Science Degree, and 23 or 12.43% of them possess higher degrees. This represents an educated class of workers in the companies.

Table 5 Level in the Companies

	Frequency	Percentage*	Cumulative Percentage
Top Level Management	18	9.72	9.72
Middle Level Management	32	17.30	27.02
Low Level Management	47	25.41	52.43
Junior Staff	88	47.57	100
Total	185	100	

Source: Field survey 2017.

*percentages are displayed in two (2) decimal places

Table 5 shows that 9.72% of the respondents occupy top level management in the various manufacturing companies surveyed. 17.30% of the respondents occupy middle level positions in the various manufacturing companies. This was followed by respondents in low level management accounting for 25.41%, and 47.57% of the respondents are junior staffs in the various manufacturing companies surveyed.

Table 6 Years of Experience

	Frequency	Percentage*	Cumulative Percentage
0-5 years	51	27.57	27.57
6-10 years	71	38.38	65.95
11-20 years	38	20.54	86.49
21 years and above	25	13.51	100
Total	185	100	

Source: Field survey 2017.

*percentages are displayed in two (2) decimal places

Table 6 reveals that 27.57% of respondents have between 0-5 years of experience, 38.38% has between 6 and 10 years of experience, 20.54% of respondents has between 11 and 20 years' experience, and 13.51% of the respondents has experience of 21 years and above.

Research Question 1: Is there any relationship between formal education and employee's job performance?

The descriptive statistics of relationship between formal education and employees' job performance is depicted in Table 7.

Table 7 Descriptive Statistics

	Mean	Std. Deviation	N
Formal Education	4.52	.532	185
Employees' Job Performance	4.35	.867	185

Source: SPSS 23.0

The mean of 4.52 shows the average of the response on formal education and the average response on employees' job performance is 4.35. The standard deviations are 0.532 for formal education and 0.867 for employee's job performance. The correlation results show that a relationship exists between formal education and employee's job performance. These results are displayed in Table 8.

Table 8 Correlation Results Between Formal Education and Employees' Job Performance

		Formal Education	Employees' Job Performance
Formal Education	Pearson Correlation	1	.847**
	Sig. (2-tailed)		.000
	N	185	185
Employees' Job Performance	Pearson Correlation	.847**	1
	Sig. (2-tailed)	.000	
	N	185	185

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 23.0

The correlation coefficient of 0.847 shows that formal education of employees and employee's job performances are correlated. The significant figure, 0.000, shows that the correlation relationship between formal education of employees and employee's job performance is significant at the 0.01 level. This gives us ample reason for the existence of correlation.

Research Question 2: Is there any relationship between skills and employee's job performance?

The descriptive statistics of relationship between skill and employees' job performance is depicted in Table 9.

Table 9 Descriptive Statistics

	Mean	Std. Deviation	N
Employees' Skills	3.88	1.138	185
Employees' Job Performance	4.35	.867	185

Source: SPSS 23.0

The average of the response on Employee Skills is 3.88. Also, the average response on employees' job performance is 4.35. The standard deviations are 1.138 for formal education and 0.867 for employee's job performance. The correlation results show that a relationship exists between formal education and employee's job performance. These results are displayed below:

Table 10 Correlation Results Between Skills and Employees' Job Performance

		Employee's Skills	Employees' Job Performance
Employees' Skills	Pearson Correlation	1	.816**
	Sig. (2-tailed)		.000
	N	185	185
Employees' Job Performance	Pearson Correlation	.816**	1
	Sig. (2-tailed)	.000	
	N	185	185

**, Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS 23.0

Table 10 shows that Employee Skills and employee's job performances are correlated with a correlation coefficient of 0.816. The level of significance (0.000) shows that the correlation relationship between skills and employee's job performance is significant at the 0.01 level. This justifies the reason for the existence of correlation.

Research Question 3: Is there any relationship between employee's creativity and job performance?

Table 11 shows the descriptive statistics of relationship between Employee's Creativity and employees' job performance.

The correlation coefficient of 0.933 shows that employees' creativity and employee's job performance are correlated. The significant figure shows that the correlation relationship between employee creativity and employee's job performance is significant at the 0.01 level. This gives us ample reason for the existence of correlation.

Table 11 Descriptive Statistics

	Mean	Std. Deviation	N
Employees' Creativity	4.41	.695	185
Employees' Job Performance	4.35	.867	185

Table 12 Correlation Results Between Formal Education and Employees' Job Performance

		Employees' Creativity	Employees' Job Performance
Employees' Creativity	Pearson Correlation	1	.933**
	Sig. (2-tailed)		.000
	N	185	185
Employees' Job Performance	Pearson Correlation	.933**	1
	Sig. (2-tailed)	.000	
	N	185	185
**. Correlation is significant at the 0.01 level (2-tailed).			

5. Summary, Conclusion and Recommendations

The study was designed to examine the effect of human capital development and employee's performance in Nigeria. The study used a survey of selected manufacturing companies including Larfargeholcim Plc; Eastern Top Feeds Limited; Champion Breweries Plc and Niger Mills Company Limited. The theoretical and empirical literatures were reviewed within the context of the effect of human capital development and employee's performance in manufacturing companies in Nigeria. The statistical tools used in the analysis and testing of hypotheses are percentage method, descriptive statistics and the Pearson correlation coefficient.

Based on the data analyzed in this work, the findings indicated that significant correlation relationships exist between formal education, employee skills and employee creativity on one hand and employee job performance on the other hand. Hence, all the null hypotheses are rejected.

Based on the findings, the following were recommended:

- 1) The manufacturing companies should promote human capital development by training their employees in formal education either within Nigeria or outside the country. This will affect the performance of their employees and increase their productivity.
- 2) The manufacturing companies should promote human capital development by regularly training their employees in acquiring different productive skills. and
- 3) The manufacturing companies should encourage competition in creativity and innovation among their employees and promotion should be the reward. This will affect the employees' creativity and promote innovative products.

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