

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/360413048>

# Employee Productivity and Organizational Performance: Evidence from Pharmaceutical Firms in Nigeria of the Creative Commons Attribution License (CC BY 4.0)

Article · June 2022

CITATIONS

5

READS

8,898

2 authors:



[Rev Chukwunonso Joseph Offordile Nosike](#)

Nnamdi Azikiwe University

65 PUBLICATIONS 234 CITATIONS

[SEE PROFILE](#)



[Chinedu Uchenna Okerekeoti](#)

53 PUBLICATIONS 508 CITATIONS

[SEE PROFILE](#)

# Employee Productivity and Organizational Performance: Evidence from Pharmaceutical Firms in Nigeria

Nosike, Chukwunonso Joseph<sup>1</sup>; Okerekeoti, Chinedu U.<sup>2</sup>

<sup>1</sup>Department of Business Administration, Nnamdi Azikiwe University, Awka, Nigeria

<sup>2</sup>Department of Accountancy, Nnamdi Azikiwe University, Awka, Nigeria

## ABSTRACT

This study examined the relationship between employee productivity and organizational performance of pharmaceutical firms in Ebonyi State, Nigeria. Survey research design was adopted, and data were gathered through the questionnaires administered to respondents. Pearson coefficient correlation was employed to test the hypotheses via SPSS version 20.0. From the analysis, the study concluded that employee motivation and organizational climate have positive significant relationship with organizational performance of pharmaceutical firms in Ebonyi State, Nigeria. Based on the results, this study recommended among others that Businesses should guarantee that feedback is provided on a regular basis so that appraisers can determine whether they are fulfilling management expectations or the organization's goals. To empower employees, there should be rewards for excellent accomplishments as well as training for unfavorable results.

**KEYWORDS:** *Motivation, Training and development and Organizational performance*

**How to cite this paper:** Nosike, Chukwunonso Joseph | Okerekeoti, Chinedu U. "Employee Productivity and Organizational Performance: Evidence from Pharmaceutical Firms in Nigeria"

Published in  
International Journal  
of Trend in  
Scientific Research  
and Development  
(ijtsrd), ISSN: 2456-  
6470, Volume-6 |  
Issue-4, June 2022,  
pp.108-116,

URL:  
[www.ijtsrd.com/papers/ijtsrd49955.pdf](http://www.ijtsrd.com/papers/ijtsrd49955.pdf)



IJTSRD49955

Copyright © 2022 by author(s) and International Journal of Trend in Scientific Research and Development Journal. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (CC BY 4.0) (<http://creativecommons.org/licenses/by/4.0>)



## INTRODUCTION

Employee performance is influenced by a variety of elements, the most important of which is training, which improves employees' abilities (Raja, Furqan & Khan, 2011). Employees with more on-the-job experience tend to perform better since their abilities and competences improve as a result of their increased on-the-job experience (Fakhar & Khan, 2008). Because organizational performance is dependent on employee performance, training has an impact on the return on investment. Human resource capital plays a significant part in an organization's growth and development. So, in order to increase organizational performance and employee performance, training is offered to the organization's employees, whilst employee development may be defined as a process in which the employees with the most responsibility are given the most responsibility (Noe, Hollenbeck, Gerhart & Wright 2004). As a result, employee development is a combined effort by the employee and the employer to improve the person's existing skills and knowledge, and therefore

competency is enhanced through training and development.

Organizational performance, on the other hand, refers to attitudes that have been assessed or measured in terms of their contribution to organizational goals (Cook & Hunsaker, 2001). The management's approach and skills, particularly line management's, are reflected in their behavior or attitude, which enables them to use resources effectively and professionally. The labor union, on the other hand, can serve as a link between employees and the organization's management by fighting for greater employee benefits, such as regular training, promotion, and development. Existing labor literature has shown that if the work environment is conducive and management and corporate executives demonstrate the flexibility that they frequently demand of their employees, employees are more likely to put in their best effort, work effectively, and efficiently (Fernández, 2003). This is founded on the

argument that the labor market difficulty is caused not just by low levels of education, but also by a mismatch between skills produced and skills sought. The challenges posed by the changing nature of work and the professional environment are just as real on campus as they are elsewhere. Rapid change necessitates a highly skilled and knowledgeable workforce, as well as people who are adaptable, flexible, and future-oriented.

The importance of training and development in human resource management cannot be overstated. For improved performance, it is critical for organizations to hire talented and capable personnel, and employees will be competent if they have the knowledge and ability to do the task. Employees would benefit from training and development since it would allow them to advance in their careers and gain a higher position within the firm. The efficiency of the organization would be improved as a result. Employees, on the other hand, are an organization's resources and assets, and those who are skilled and trained will perform better than those who are unskilled and untrained (Kenny, 2019).

Despite the importance of training and personnel development in increasing employee productivity and improving organizational performance, training programs in Nigeria are underfunded (Obi-Anike & Ekwe, 2014). These organizations regard the money spent on training programs as a waste rather than an investment. They overlook the importance of constant training and development for their staff in order to improve their organizations' efficiency and performance. Those that attempt to teach their staff in an ad hoc and haphazard manner do so in an unplanned and unsystematic manner, and as a result, training in those firms is more or less unplanned and unsystematic. Despite the fact that there are many empirical studies on the impact of training and development on employee productivity and organizational success, the evidence suggests that further research in this area is worthwhile. The majority of these researches, however, were done outside of the educational system in Nigeria. Meanwhile, the majority of the difficulties that have jeopardized the quality of teaching and learning in Nigeria's educational system have been attributed to a lack of people.

It is critical for management in organizations to provide a favorable work environment that allows for increased levels of employee satisfaction. This is due to the fact that employee pleasure stimulates employee loyalty and confidence, enhances output quality, and boosts productivity (Surujla & Singh, 2003). Employees who are satisfied with their jobs

are more likely to believe that the organization will be more satisfying in the long run, to care about the quality of their work, and to be more dedicated to the organization, resulting in organizational citizenship behaviors (Fraser, 2009). In both developed and developing countries, numerous studies have looked at the firm's productivity and its impact on profitability. However, our research finds that there is a paucity of empirical evidence in Nigeria about corporate productivity. On the other hand, it is vital to emphasize that Nigeria's oil-based economy fosters an anti-productivity culture in the country because oil revenues cover the country's economic inefficiencies. As a result, there is lack of appropriate studies on employee productivity and organizational performance in Nigeria. The study examines the relationship between;

1. Employee motivation and organizational performance in Nigerian pharmaceutical firms.
2. Training and development and organizational performance in Nigerian pharmaceutical firms.

## Conceptual Framework

### Employee Productivity

Productivity, according to Mathis & John (2003), is a measure of the quantity and quality of work completed while taking into account the cost of the resources used, the higher a company's productivity, the greater its competitive advantage. This is due to the efficiency with which the resources were employed. McNamara (2005) goes on to say that the employee's final and specified outputs are usually the results. They could be measured in terms of monetary gains or community effect, and their outcomes are measured in terms of cost, quality, quantity, or time. According to McNamara (ibid), assessing productivity entails determining the amount of time it takes an average worker to produce a certain level of output. It could also refer to how much time a group of employees spends on specific activities like manufacturing, travel, or idle time spent waiting for materials or fixing broken equipment. The method can identify whether employees are devoting too much time away from productivity to tasks that are within the company's control (Matui, 2017).

Although employee productivity is difficult to quantify, it has a direct impact on a company's profits. During the initial job interview, an employer can assess a worker's capabilities and fill his crew with productivity in mind. However, there are a number of elements at work that might assist a person get the most out of their work (Lake, 2007). Many of the tasks carried out by an HR system are intended to influence individual or organizational productivity. HR activities that directly affect productivity include

pay, appraisal systems, training, selection, job design, and compensation. Furthermore, Bernardin (2007) asserts that reducing labor expenses and enhancing productivity through the formation of clearer pay-performance links are critical components of human resource management (HRM) in order to attain competitive advantage. Furthermore, rising worries about productivity and fulfilling customer demands have sparked fresh interest in techniques that encourage staff to be more focused on meeting (or exceeding) client demands and enhancing productivity.

According to Ton & Huckman (2008), turnover can affect motivation, which in turn can affect an employee's productivity and performance. The direct expenses of turnover, which include severance and the recruitment and training of new staff, are a negative effect of turnover. Furthermore, turnover is linked to a number of indirect expenses, such as operational interruption caused by significant personnel departures. This could be due to the loss of firm-specific human capital in departing employees, or the loss of social capital entrenched in workers' relationships with one another and the company. Employees who stay with a company may become demoralized as a result of the loss of a respected colleague or the fact that turnover may necessitate additional labor to be absorbed by remaining employees whose capacity is already stretched. Conversely there are positive effects on turnover, which suggests that turnover reflects the beneficial aspects of worker mobility, such as the improvement of matches between employees and the firm over time.

Organizations must protect their investment in their workforce by keeping workers and their intellectual capital, according to Leadership Insight (2013), in order to ensure business continuity and the ability to accomplish important business objectives. Coaching can be used for training and development, according to HR connect (2007). Motivating employee performance is an important coaching method for getting top results. Something that causes or influences a person to behave or perform is defined as motivation. Motivation in coaching refers to the establishment of situations that inspire an employee to perform at a high level. Motivation is most effective when it is aimed at improving and maintaining performance. Motivation is most effective when it is focused on improving and maintaining performance rather than on making people happy. In this situation, motivation refers to a desire to attain organizational goals.

According to Dobre (2013), achieving high levels of productivity is impacted by the level of motivation and effectiveness of the workforce, regardless of the degree of technical automation. As a result, developing and implementing employee training programs as a vital strategy to encourage employees is critical. Furthermore, as the degree of ambiguity diminishes, good communication between managers and employees can spark motivation.

Training and development are two aspects of the same process that must be combined. Rather than being sequential and hierarchical, they are interconnected and interdependent. Employees, the organization, and their effectiveness all benefit from training and development (Devi & Shaik, 2012). Staff training and development can happen at the same time or in tandem, but they are not always related (Comma, 2008). As a result, training and development activities are critical components of an organization's human resource management role. Training and development, on the other hand, refers to the practice of providing employees with training, workshops, coaching, mentoring, or other learning opportunities in order to inspire, challenge, and motivate them to perform the functions of their position to the best of their ability while adhering to local, state, federal, and licensing organization guidelines.

By merging the interests of the company and the workforce, training plays a critical role in achieving an organizational goal. In the corporate sector, training is the most significant component since it promotes the efficiency and effectiveness of both individuals and the organization (David, 2012). Employee capacities are enhanced by training, as employees with more on-the-job experience perform better due to an increase in both skills and competences (Kennedy, 2009). The return on investment is also influenced by training. Because human resource capital plays an essential part in the organization's growth and overall performance, organizational performance is dependent on employee performance. Personnel training is critical for improving both organizational and employee performance. Training and development improve employee performance, which in turn affects the organization's performance (Iftikhar, 2009).

### **Organizational performance**

According to Atkinson (2012), performance is defined as the production of results that ensure the delivery of desired outcomes for a company's stakeholders. According to Awino (2011), for an organization to be successful, it must generate high returns and identify performance drivers from the top



to the bottom. According to Njihia et al. (2013), performance assessment is one of the instruments that organizations can use to monitor performance, identify problem areas, improve motivation, improve communication, and reinforce responsibility.

According to Farlex (2012), it is an organization's actual output/results when compared to its expected outputs (goals and objectives). Organizational performance, according to Richard, Devinney, Yip, and Johnson (2009), encompasses three specific areas of organizational outcomes: financial performance (profits, return on assets, return on investment, and so on); product market performance (sales, market share, and so on); and shareholder return performance (total shareholder return, economic value added, and so on). Production capacity performance, on the other hand, is another aspect to consider when evaluating an organization's performance (Jarad, 2010).

### Empirical Review

Okolocha, Okolocha, and Ezejiofor (2021) investigated the impact of institutional policy on academic staff performance in public universities in Nigeria's south-east. The survey research method was used. The study's sample consists of 1,784 academic staff members from eleven universities in Nigeria's south-east. Data was gathered from the sampled population via a questionnaire. The data was evaluated using SPSS version 20.0, which included a regression analysis. The findings of the study demonstrated that institutional policy has a positive significant impact on academic staff performance at Nigerian public universities. Ojokuku and Adegbite (2014) investigated the impact of capacity building on employee performance in a number of Nigerian firms. The data was gathered by a questionnaire, and the study used descriptive and inferential statistical techniques to analyze it. According to the findings, there is a substantial link between organizational capacity building and employee performance. Ezejiofor and Ezekwesili (2021) studied how organizational structure affected employee performance in pharmaceutical enterprises in Nigeria's Anambra State. A descriptive survey research approach was used to perform the study. 346 employees from 20 pharmaceutical businesses in Nigeria's Anambra State took part in the study. A sample size of 67 was calculated using the Borg and Gall (1973) formula. The researchers conducted regression analysis to test the hypothesis using SPSS version 20. Working conditions and formalization have a positive significant impact on pharmaceutical business employee performance, according to the research. Using First Bank of Nigeria Plc. as a case study, Malaolu and Ogbuabor (2013) evaluated the

effects of training and manpower development on employee productivity and organizational performance. The study used structured questionnaires with a sample size of 75 people selected using simple random sampling. Descriptive statistics were used to assess the data collected. The study's findings reveal that training and personnel development have improved employee efficiency and job productivity in the bank significantly. Ezejiofor, Nwakoby, and Okoye (2015) investigated the impact of human resource management on organizational success. The results of this study were assessed using a five-point Likert's scale using a survey research approach. Simple regression analysis was used to examine the hypotheses. Human resource management has an impact on a company's performance, according to the findings of this study. The data was examined using means, variance, and standard deviation, and the three hypotheses were assessed using the z-test statistical method by Okoye and Ezejiofor (2013) in "The Impact of Organizational Productivity on Human Capital Development." Human resource development is vital for any firm, large or little, according to the study, because it is well accepted that no company can operate without people. Ogoji and Agbaeze (2018) looked into the structure and performance of Nigerian banks. The M-form theory of firm structure was utilized to evaluate the effect of structure on performance of five selected banks in Nigeria for the eleven (11) year period 2005-2015. The panel data set produced from bank financial statements and accounts was evaluated using correlation and regression test statistics. According to the data, all of the structure components had a positive relationship with performance. Structure elements (bank divisions/departments, bank branches) had a positive and significant impact on performance; however the number of employees had a negative impact, according to the study. In their study, AL Damoe, Yazam, and Ahmed (2012) claimed that highly skilled and knowledgeable employees are critical to the organization's success. Employee training promotes employee productivity, improves employee services, and results in positive change in the organization. The outcome of training can be both tangible and intangible.

### Methodology

The study design adopted for this research is the descriptive survey study to enable the researcher collect meaningful information on talent management and the organizational performance in Ebonyi State.

According to the data gathered from the thirteen (13) pharmaceutical firms in Ebonyi State as stated in appendix.

The researcher used convenience sampling to select these pharmaceutical firms for easy accessibility and enable the researcher distribute questionnaires to the targeted respondents.

Purposive sampling technique applied in determining the sample size. In this method, the sample is chosen based on what the researcher thinks is appropriate for the study five (5) staff was chosen from each of the thirteen (13) pharmaceutical firms in Ebonyi States during the data collection process.

The sources of data for the study were primary sources. The primary sources include data generated from the questionnaire of the process by the researcher with the view to discover how employee productivity has impacted on organizational performance.

### Method of Data Analysis

Data generated from primary source were analyzed using descriptive statistics. Some of the questionnaire instrument which was structured using the five- point likerts scale responses were ranked as follows: Agree = 1, Strongly Agree = 2, Undecided =3, Disagree = 4, Strongly Disagree = 5. To test the significant effect and the relationship between the dependent variable and independent variables, Pearson Coefficient correlation was employed to test the hypotheses with the aid of SPSS version 20. 0. at 5% level of significance.

### Decision Rule

The decision for the hypotheses is to accept the alternative hypotheses if the p-value of the test statistic and R2.

### Data Analysis and Result

A total of sixty five (65) questionnaires were administered to the targeted population, and fifty nine were completed and returned. This represents 91%.

**Table 1: The Summary of the Responses**

S/N	Statements	SA	A	Un	D	SD
1	Promotion based on merit ensures that all employees improve and that employee performance improves.	14	27	2	11	5
2	Employee performance enhancement hinges on social recognition and performance feedback.	16	30	0	10	3
3	Given the appropriate equipment and supplies, as well as adequate salary, I work to the best of my abilities.	15	32	3	9	0
4	Employee empowerment encourages employees to make quick decisions, which improves customer satisfaction.	10	33	1	14	1
5	Productivity is boosted by bonuses and profit-sharing arrangements.	14	35	0	10	0
6	The company offers sponsorship programs to help employees pursue academic and professional education.	10	30	1	14	4
7	Our organization's training focuses on improving teamwork and leadership abilities.	16	28	0	12	3
8	When personnel return to the station, supervisors encourage them to implement the strategies they learned during training.	15	31	2	9	2
9	Every individual in my organization has a training needs analysis file.	11	33	0	15	0
10	Developmental activity aids management in recognizing, assessing, forecasting, and planning organizational changes.	15	33	1	9	1
11	Employee efficiency (performing or operating to the best of one's ability) ensures a high return on investment for the company.	12	29	0	11	7
12	A highly productive employee delivers a high return on investment for the company.	18	30	0	11	0
13	The entire shareholder return is influenced by how employees plan to increase their productivity.	15	34	3	7	0
14	Customer happiness is influenced by employee performance.	11	33	0	13	2
15	Individual productivity and growing market share in organizations are inextricably linked.	15	36	0	8	0

**Source: Field survey, 2022**

**Table 2: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
OPF	5	3.00	162.00	59.0000	64.16775
MTV	5	6.00	157.00	59.0000	61.31476
TDV	5	4.00	155.00	59.0000	60.63415
Valid N (list wise)	5				

From the descriptive statistics table, the variables shown that the mean of organizational performance (OPF), employee motivation (MTV) and organizational climate (OCM) is 59.0 maximum and minimum values of 162.0 and 3.0 respectively. The standard deviation stood at 64.17. The mean value for employee motivation (MTV) has maximum and minimum values of 157.0 and 6.0 respectively while the standard deviation is 61.31. The training and development has maximum and minimum values of 155.0 and 4 respectively while the standard deviation is 60.63.

### Test of Hypotheses

#### Hypothesis One

Ho<sub>1</sub>: There is no significant relationship between employee motivation and organizational performance of pharmaceutical firms in Ebonyi State.

**Table 3: Correlations**

		OPF	MTV
OPF	Pearson Correlation	1	.999**
	Sig. (2-tailed)		.000
	N	5	5
MTV	Pearson Correlation	.999**	1
	Sig. (2-tailed)	.000	
	N	5	5
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 3 above, shows the correlation coefficient of 0.999, a positive correlation between motivation and organizational performance of pharmaceutical firms in Ebonyi State. In determining the idea of how much variance the two variables shared, the coefficient of determination (R) is calculated.  $R = 0.999 \times 0.999 = 0.998$ . It implies that motivating employee help to explain 99% of the variance in organizational performance of the firms. Based on the result, the study found that the confidence level of employee motivation and organizational performance is normal (high). The Sig/P-value is 0.000 which is significant at 0.01 levels. Therefore, the employee motivation has a positive and significant relationship with organizational performance of pharmaceutical firms in Ebonyi State, Nigeria.

#### Hypothesis Two

Ho<sub>2</sub>: There is no significant relationship between training and development and organizational performance of pharmaceutical firms in Ebonyi State.

**Table 4: Correlations**

		OPF	TDV
OPF	Pearson Correlation	1	.997**
	Sig. (2-tailed)		.000
	N	5	5
TDV	Pearson Correlation	.997**	1
	Sig. (2-tailed)	.000	
	N	5	5
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 3 above, shows the correlation coefficient of 0.997, a positive correlation between training and development and organizational performance of pharmaceutical firms in Ebonyi State. In determining the idea of how much variance the two variables shared, the coefficient of determination (R) is calculated.  $R = 0.997 \times 0.997 = 0.994$ . It implies that training and development help to explain 99% of the variance in organizational performance of the firms. Based on the result, the study found that the confidence level of training and development and organizational performance is normal. The Sig/P-value is 0.000 which is significant at 0.01



levels. Therefore, there is a positive and significant relationship between training and development and organizational performance of pharmaceutical firms in Ebonyi State, Nigeria.

### Conclusion and Recommendations

The relationship between employee productivity and organizational performance was investigated in this study. According to the findings, there is a favorable relationship between motivation and organizational performance. When employees are appropriately motivated, they will be more productive, which will significantly improve organizational performance. Training and development also has a favorable significant link with organizational performance, according to the findings. Employee training has a tremendous impact on the productivity of employees. This demonstrates that employee productivity is linked to the amount of training they receive.

Employee perceptions, feelings, attitudes, and perspectives are influenced by these findings, which have an impact on employee productivity and corporate performance. As a result, it can be inferred that employee productivity has a positive significant link with pharmaceutical firm success in Ebonyi State, Nigeria.

The following were suggested as a result of the conclusion:

1. Businesses should guarantee that feedback is provided on a regular basis (annually or biannually) so that appraisers can determine whether they are fulfilling management expectations or the organization's goals. To empower employees, there should be rewards for excellent accomplishments as well as training for unfavorable results.
2. It was also suggested that the pharmaceutical firms and/or any other organization can improve the quality of current employees by providing comprehensive training and development programs to equip employees with the necessary skills, such as problem-solving, decision-making, teamwork, and interpersonal relations, in order to increase their productivity and, as a result, improve organizational performance.

### References

- [1] ALDamoe, A. M., Yazam, M. & Ahmed, B. K. (2012). The mediating effect of HRM outcomes (employee retention) on the relationship between HRM practices and Organizational Performance. *International Journal of Human Resource Studies*. 2(1), 2162-2068.
- [2] Bernardin, H. J. (2007). *Human Resource Management. An Experiential Approach*. Tata McGraw Hill.
- [3] Cole, L.E., & Cole, M.S. (2005). Employee satisfaction and organisational performance: A Summary of key findings from applied psychology. *Journal of Human Resource Management*.
- [4] Cook and Hunsaker, (2001). *The Management and Organization Behaviour*, (3rd ed.), New York: McGraw- Hill.
- [5] Comma, M. R. (2008). *Effect of manpower training and development on staff performance and retention in Federal College of Education, Zaria*. Being A Thesis Submitted to the Postgraduate school in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Public Administration, 8-13.
- [6] Devi, V. R. & Shaik, N. (2012). Training and development: A jump starter for employee performance and organizational effectiveness. *International Journal of Social Science and Interdisciplinary Research*, 1(7), 2277-2291.
- [7] David, P. (2011). Training and Employee Development for Improved Performance. *Journal of American Psychological Association*, 2, 469-503
- [8] Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist Journal*, 55, 68–78.
- [9] Dobre, O. (2013). Employee motivation and organizational performance. *Review of Applied Socio- Economic Research*, 5, 53.
- [10] Ezejiofor, R. A., Nwakoby, N. P., & Okoye, J. F. N. (2015). Appraisal of human resource management in a performance of Nigerian business organizations. *International Journal of Advanced Research* 3(10) , 922 – 928. Journal homepage: <http://www.journalijar.com>.
- [11] Feldman, D. (2000). The Dilbert syndrome: How employee cynicism about ineffective management is changing the nature of careers in organizations. *American Behavioral Scientist*, (43): 1286-1301.
- [12] Ezejiofor, R. A. & Ezekwesili, T. P. (2021). Organizational structure and employee performance: evidence from pharmaceutical companies in Anambra state, Nigeria. *Journal of Innovations*. Vol. 67(Dec. 2021). PP-76-89. [www.journal-innovations.com](http://www.journal-innovations.com).



- [13] Farlex (2012). *The Dictionary*. Recalled from encyclopedia.thefreedictionary.com
- [14] Fakhar, U., Afaq, A. K. (2008). Case of pearl continental hotels in Pakistan, relationship of training with employees' performance in Hoteling Industry"
- [15] Fraser, J.A. (2009). *White-collar sweatshop: The deterioration of work and its rewards in Corporate America*. New York: Norton and Company.
- [16] HR Connect (2007). *Motivating employee performance*. HR Connect Issue 54
- [17] Harter, J.K., Schmidt, F.L., & Hayes, T.L. (2006). Business-unit level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87, 268–279.
- [18] Iftikhar A. & SirajudDin,G., (2009). Evaluating Training and Development. Medical College and Gomal University, Pakistan
- [19] Jarad, A. (2010). Strategic Planning and Organizational Effectiveness in Jordanian Hotels. *International Journal of Business and Management*. 8(1), 11-25.
- [20] Kenny S, V. (2019). Employee productivity and organizational performance: A theoretical perspective. Munich Personal RePEc Archive
- [21] Lake, S. (2000). Low Cost Strategies for Employee Retention: Compensation and Benefits Review. 32(4),65-72.
- [22] Leadership insight (2013).Employee engagement; maximizing organizational performance. The right management Power Company. Right Management Company
- [23] Malaolu, V. A. & Ogbuabor, J. E. (2013). Training and manpower development, employee productivity and organizational performance in Nigeria: An Empirical Investigation. *International Journal of Advances in Management and Economics*, 2(5), 163-177.
- [24] Matui, J. K. (2017). Employee productivity on organizational performance in the kenyan banking sector: a case of Kenya commercial bank. Unpublished a research project submitted to the school of business in partial fulfillment of the requirements for the award of master of business administration degree (strategic management option) of Kenyatta university
- [25] Mathis, Robert, L., & John, H. J. (2003). *Human Resource Management*. (11th ed).Mason, OH: Thomson/South-Western.
- [26] McNamara, C. (2005). *Field Guide to Leadership and Supervision for Nonprofit Staff*.(2nd ed.).Amazon.
- [27] Njihia, M., Obara, M. &Mauti, M. (2013). The Critical Success Factors and Challenges in E-Procurement Adoption among Large Scale Manufacturing firms in Nairobi. Kenya. *European Scientific Journal*. 9(13), 375-401.
- [28] Obi-Anike, H. O. & Ekwe, M. C. (2014). Impact of training and development on organizational effectiveness: Evidence from selected public sector organizations in Nigeria. *European Journal of Business and Management*, 6(29), 66-74
- [29] Okorocha, B. C., Okorocha, C. & Ezejiofor, R. A. (2021). Effect of institutional policy on employee performance of academic staff of public universities in Nigeria. *International Journal of Research in Education and Sustainable Development*. 1(4)| ISSN: 2782-7666 [www.ijaar.org](http://www.ijaar.org); Journal DOI:[www.doi.org/10.46654/IJRESD](https://doi.org/10.46654/IJRESD) Article DOI:[www.doi.org/10.46654/IJRESD.1402](https://doi.org/10.46654/IJRESD.1402).
- [30] Ojokuku, R. M. & Adegbite, T. A. (2014). The impact of capacity building and manpower development on staff performance in selected organisations in Nigeria. *International Journal of Economics, Commerce and Management*, 2(5), 1-9.
- [31] Ogosi, C. D. & Agbaeze, E.K. (2018). Structure and Organizational Performance in the Nigerian Banking System. *European Journal of Social Sciences*. 56(1), ISSN 1450-2267; pp.37-48 [www.europeanjournalofsocialsciences.com](http://www.europeanjournalofsocialsciences.com)
- [32] Okoye, P. & Ezejiofor, R. (2013). The effect of human resources development on organizational productivity. *International Journal of Academic Research in Business and Social Sciences*, 3 (10).
- [33] Raja, A. G. K., Furqan, A. K. & Muhammad, A. K. (2011). Impact of training and development on organizational performance". *Global Journal of Management and Business Research*. 11(7), 1-7.
- [34] Richard, P., Devinney, T., Yip, G. & Johnson, G. (2009). Measuring Organizational Performance: Towards Methodological best practice. *Journal of Management*. 35(3), 718-804.
- [35] Surujlal, J., & Singh, P. (2003). Human resources management of professional sport coaches in South Africa. *African Journal for Physical, Health Education, Recreation and Dance, Special Edition*, 50–58.

**Appendix**

S/N	Pharmaceutical Firms in Ebonyi State
1	GHT pharmaceutical health company, Drug store, Abakaliki
2	Drugs And Medicament Pharmacy, Pharmaceutical company, Abakaliki
3	Nobel pharmacy and stores Ltd, 4.8(6) · Pharmaceutical company, Abakaliki
4	jovid pharmacy and stores limited, Pharmaceutical company, Abakaliki
5	Vehgor Phamacy, · Pharmaceutical company, Abakaliki
6	Ekoh Drug Company Ltd, 4.0(1) · Pharmaceutical products wholesaler, Abakaliki
7	Ebonyi State Fertilizer and Chemcial Company Ltd., Chemical plant, Abakaliki
8	Medhood Pharmacy and Stores, Pharmaceutical products wholesaler, Abakaliki
9	Godal Pharmacy, 4.5(2) · Pharmaceutical products wholesaler, Abakaliki
10	Mid Town Pharmacy Limited, \Business management consultant, Abakaliki
11	ECHEBEST PHARMACY, · Pharmaceutical products wholesaler, Abakaliki
12	Octovia Phamarcy, 4.3(3) · Pharmaceutical products wholesaler
13	Advanced African Traditional Medical Company Limited, Alternative medicine practitioner, Abakaliki

