

# The Impact of Organizational Culture, Career Development and Training on Employee Engagement in Nigeria Manufacturing Firms: A Conceptual Framework

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## Abstract

Employee engagement is defined as a productive and pleasurable work environment characterized by vigor, dedication, and absorption. Employee engagement is critical to achieving organizational goals, according to several studies. In fact, improving employee engagement in mother organizations has always been a driving force behind the adoption of management concepts that promote high levels of staff involvement in the pursuit of the firm's goals. The population of the study consist 2,813 both managerial and non-managerial from the four selected manufacturing firms in the southwest of Nigeria. The purposive sampling technique was engaged to control the sample size of the study was 346. This is a conceptual paper that makes a link between study variables and proposes a conceptual framework. The study will then use this information to construct a research model and provide recommendations that will be empirically verified in the setting of Nigerian manufacturing firms.

**Keywords:** Employee Engagement, Organizational Culture, Career Development, Training, Nigerian Manufacturing Firms.

## Introduction

For decades' institution around the globe are presently searching for the way on how to overcome difficult situations (Wilkinson et al., 2017). The best possible way to overcome the poor performance of employees, lack of competitive advantages, lack of technological advancement, poor management are among the current situation that global market is facing (Robertson & Markwick, 2009). The life of organization is in the hands of employees and can never achieve their goal without the help of employee that have experience working in different organization. The global market place has drastically change start looking for creative management that will bring development and introduce technological advancement

to ease the current issue. Organizations and industries need employee that are dedicated, loyal, ready to commit they self and trust to the grow of the organizational success (Ashraf & Siddiqui, 2020; Vance, 2006). Hence, employee engagement plays an unbelievable role to ensure that organization succeeded. Employee engagement remains significant to organizations, because employee is behind the success of every organization that improved in today era (Hu & Wang, 2014). Despite the significant of employee engagement in organization to enhance the level of organization goals, the level of employee engagement is still not favorable for decades.

Although, the level of employee engagement in other sectors like agriculture and service sector is relatively high when compared with the global trend of employee engagement in the manufacturing sector (Christopher, 2020). For instance, in 2008 the level of employee engagement was at 57% and in the subsequent years it keeps nose-diving within the range of 60-68 respectively, leading to unimpressive level of employee engagement in manufacturing firms with decrease in the level of production, ineffectiveness and inefficiency in most of the manufacturing firms in the world. Report has described the first half in 2020 as more challenging and also made employee engagement experience more severe and critical towards driving performance in most of the manufacturing firms across the world (Christopher, 2020). This has reduced the level of contribution of the manufacturing firms to nation's economic growth domestic products in some parts of the world (Dimashkieh, 2019). In Africa, employee engagement was reported to be relatively high especially in the Sub-Saharan African region when compare with other regions of the world (Maurer, 2013). In the past few decades, it was discovered that 72% percent of employees in Sub-Saharan Africa are termed as engaged (Maurer, 2013). Although, the report declared that Africa cannot be regarded as a single entity when it comes to the issue of employee engagement. It reveals that differences in scores occur in the African regions. For instance, in the 2013 Sub-Saharan Africa Employee Engagement Survey, East Africa scores 74%, and South Africa 68% while is West Africa there was insufficient data to offer a regional assessment (Maurer, 2013). Thus, this trend in African employee engagement has also been tumbling across countries in the region with a recent report indicating a little increase in North Africa, Egypt specifically. While the rest of the countries in Africa are either stagnant or declining in most of their industries especially the manufacturing firms (Dimashkieh, 2019). In this study increase employee engagement in Manufacturing Firm likely to move organizations into world competitive markets and enhances the GDP of the economy of the nation.

### **Problem Statement**

Employee engagement is on the decline, which is a global issue worth considering (Nel & Linde, 2019). As a result of this, most manufacturing industries around the world, particularly in Sub-Saharan Africa, have been damaged (Ajibola et al., 2019). Nigeria, with an estimated population of 200 million people, is the largest economy and most populous country in Sub-Saharan Africa, according to the World Population Review (2019), manufacturing firms' poor performance and insufficient contribution have resulted in a negative slope in employee engagement when compared to several selected countries around the world, as indicated in Table 1.1.

Table 1.1

*Contribution of Manufacturing Sectors to GDP in Some Selected Countries*

Country	2017%	2018%	2019%
United State of America	20.4	20.9	20.3
Japan	20.2	10.3	10.7
China	60.8	60.6	60.1
Indonesia	50.1	50.2	50.0
Poland	40.5	50.3	40.1
Egypt	40.2	50.3	50.6
India	70.0	60.1	40.2
South Africa	10.4	10.8	10.2
Nigeria	10.8	10.9	20.2

(World Bank, 2020)

From 2013 to 2017, the share of Nigerian manufacturing enterprises increased little. Nonetheless, manufacturing enterprises provide a small percentage of GDP in most Sub-Saharan African countries compared to the rest of the globe. The impact of Nigerian industrial companies is still underwhelming. It has been suggested that low levels of employee engagement are to blame for Africa's especially Nigeria's chronic low performance in manufacturing (Ajibola et al., 2019). The study's key worry is insufficient employee engagement in Nigerian manufacturing firms, resulting in the sector's poor contribution to the Nigerian economy's GDP. Table 1.2 shows employee engagement percentages in Sub-Saharan Africa and other parts of the world.

Table 1.2

*Trends in Manufacturing Firms Employee Engagement in Some Selected Regions of the World*

Country	Middle East / North Africa	Sub-Saharan Africa	East Asia	Southeast Asia	Latin America	United States	Canada
%	58	14	57	22	32	31	31

(Gallup, 2018)

Employee engagement has been identified as critical in ensuring sufficient productivity in manufacturing firms and the long-term viability of businesses in Nigeria. According to studies, 65 percent of employees in Nigeria's manufacturing industries are not properly engaged in their jobs (Anaesoronye, 2019). According to empirical research, excessive labor turnover, job dissatisfaction owing to bad working conditions, and demographic characteristics such as educational qualification, among other issues, are the most essential and responsible for low employee engagement in Nigerian manufacturing enterprises, as a result, manufacturing firms' productivity is low, and their contribution to the Nigerian economy's GDP is also low (Adewole, 2017; Oginni, 2018). In a more recent study, Ota & Ologbenla (2020), asserted that high labor turnover has been a major impediment to employee engagement in Nigerian manufacturing enterprises, resulting in insufficient productivity. The current study is an attempt to address this issue, as manufacturing enterprises play an important role in the Nigerian economy's growth and development. As a result, the low level of employee

involvement in Nigerian manufacturing enterprises is of major concern to this study, as it is the country's second-largest economic sector (Plecher, 2020).

According to previous research, corporate culture plays a critical role in ensuring competitive advantage and increasing employee involvement in achieving organizational goals (Brenyah & Obuobisa-darko, 2017; Soni, 2019). Individual employees benefit from career development when their employers provide opportunities such as providing them responsibilities and demanding assignments, which inspire them to maintain a high level of work engagement (Farhana, 2015). It has also been suggested that high levels of training are very vital to employee and organization in order to boost their capacity, motivation, confidence of the organizational level (Albrecht, et al., 2015). However, research that empirically analyzes these issues, particularly in the Nigerian context, predominantly in the industrial sector, appears to be rare in the majority of the literature. Based on the foregoing argument, the current study suggests that ensuring an effective organizational culture, career development, and adequate employee training in Nigerian manufacturing firms will result in high levels of employee engagement, which will lead to the achievement of the firm's objectives.

### **Research Objectives**

The purpose of this research is to design and assess the impact of organizational culture, career development, training on employee engagement in Nigerian manufacturing companies. This aim will be achieved through the following objectives

1. To examine the influence of organizational culture on employee engagement in Nigerian manufacturing firms.
2. To examine the influence of career development on employee engagement in Nigerian manufacturing firms.
3. To examine the influence of training on employee engagement in Nigerian manufacturing firms.

### **Literature Review**

#### **Organizational Culture**

The system of values that members of a given organization have that distinguishes them from other organizations has been termed as organizational culture (Suharti & Suliyanto, 2012). It has been described as a dynamic force in an organization that circles, interacts, engages, and is shaped by management and employee attitudes and behaviors (Schein, 2010). Values, norms, and artefacts are the three basic components that make up organizational culture. Values are beliefs about what is genuinely good for an organization's survival. The value set for a certain organization can only be determined at the highest level, but it can be shared inside a business, making it value-driven. The unwritten laws of behavior are referred to as norms. Individual's behaviors are guided by the rules of the game, which are informal guidelines in an organization. Artefacts are defined as the tangible and visible features of a company that people may see, hear, or feel. It includes elements such as the language and tone used in memos and letters, the working atmosphere, and how employees address one another in a meeting. Organizational culture is treated as an independent variable in this study when it comes to employee engagement.

### **Career Development**

Career development may simply be defined as a series of on-going actions in an organization that involve training on new skills and making career changes inside the organization in order to attract and retain employee to stay for a long time (Kibui et al., 2014). It can also be viewed as an opportunity for employees to advance their careers within an organization by being given more work responsibilities and completing a difficult assignment (Bai & Liu, 2018). Organizational culture is treated as an independent variable in this study when it comes to employee engagement.

### **Training**

Training and development is a feature that will be confronted by every organization, and its main goal is to increase the works' capabilities like the organization can exploit efficiency and competence of their human resources. It can be a benefit for the organization if they can have won the desires and hearts of their employees, receiving them to classify with the organization (Engetou, 2017). If workers to be full prepared to do fine, they will be an asset in the exercise procedures. These procedures as part of the whole human resource management method which results in employees being there for inspired to perform. Training is struggle started by an organization to stand-in knowledge between its employees, and development is struggling to intend more to expansion an employee's abilities for the upcoming responsibility though, training differ from organization to organization in relative to the excellence and amount of training issues, which might contain the amount of outside environment transformation, the step to alteration in the inner environment, present appropriate helps in the current work power and the equivalent to which the management understand training as an inspiring issue in the office (Engetou, 2017)

### **Employee Engagement**

Employee engagement is defined as a productive and enjoyable work environment characterized by vigor, dedication, and absorption (Hallberg & Schaufeli, 2006). The three main dimensions of work engagement includes (1) 'vigor' which is described as high level of mental flexibility and energy while performing obligations in the organization (2) 'absorption' is defined as being entirely concentrated and largely engaged in another person's obligations to the point where time passes quickly and one experiences difficulty with disengagement from work. (3) 'dedication' is referred to as a sense of eagerness, pride, significance and challenge (Karatepe & Olugbade, 2009). Employee engagement is described as an independent variable in this study.

### **The Underlying Theories**

Researchers employ theories to solve research issues, particularly in quantitative research (Cresswell, 2014). The organizational culture theory (OCT) and the Social Exchange Theory are the two main theories used in this study (SET).

### **Organizational Culture Theory**

According to the theoretical concepts, organizational life is complicated, and researchers should consider not only the employees who work in companies, but also their behaviors and other actions that improve their degree of participation in attaining organizational success. According to the theory, organizations are founded on cultural values and ethics that influence employee's behavior in order to ensure a high degree of employee's engagement in the pursuit of organizational objectives. Employee engagement in organizations is enhanced by a high standard of company values and ethics (Fleury, 2009). According to the above affirmation, OCT can explain the role of organizational culture on employee engagement in Nigerian manufacturing firms as employee engagement can be regarded as part of organizational culture that shapes the behavior of employees in organizations in order to ensure high levels of engagement in the pursuit of organizational objectives.

### **Social Exchange Theory**

The social exchange theory (SET) serves as a theoretical foundation for determining what factors influence employees' behavior in firms (DeConinck, 2010). The viewpoint stated that when companies invest in their employees, those employees are more likely to reciprocate with good behaviors toward their employers (Cropanzano & Mitchell, 2005). The theory is predicated on the interaction of two parties. When the first party (Nigerian manufacturing firms) engages in beneficial actions toward the second party, for example, adopting activities that ensure employee career development and trainings, the second party benefits (The Dangote sugar refinery and Flour mills employees in the current study). It will motivate the second party to reciprocate with the first party in order to achieve organizational success by assuring high levels of involvement (DeConinck, 2010). Though, because it has all of the theoretical connections with all of the variables under examination, the OCT remains the study's major supporting theory. The research framework can be explained with the help of SET.

### **Discussion of the Relationships of Relevant Variables**

#### **The Relationship between Organizational Culture and Employee Engagement**

In order to study the relationship between organizational culture and employee engagement in various contexts, empirical research has been done. For example, Shehri et al (2017) used 28 respondents from line managers across seven banks in Saudi Arabia to evaluate the impact of corporate culture on employee engagement. Employee engagement and corporate culture have a beneficial association, according to the research. Soni (2019) did another study to look into the impact of organizational culture on employee engagement in Indian manufacturing companies. There was also a positive connection between organizational culture and employee engagement, according to the findings. Therefore, the current study hypothesised that

H1: Organizational culture positively relate to employee engagement

#### **The Relationship between Career Development and Employee Engagement**

Numerous studies have been conducted to look into the link between career growth and employee engagement. For example, Purba & Supriyono, (2019), conducted a study with 200 employees at an Indonesian pharmaceutical business to investigate the impact of

organizational culture, work-life balance, and career advancement on employee engagement. The findings reveal a link between career development and employee engagement. Bai & Liu, (2018) performed another study with 207 respondents to evaluate the impact of career development on employee engagement among new generation employees in South China firms. The findings revealed a link between career development and employee engagement. Similarly, Nasidi, (2021) did a research with 150 non-academic staff to assess the impact of training, development and career development on employee engagement in Nigerian universities. Employee engagement and career development have a considerable positive association, according to the findings. Hence, the current study hypothesised that:

H2: Career development positively relate to employee engagement

### **The Relationship between Training and Employee Engagement**

Several researches have been conducted to look at the relationship between training and employee engagement. For example, studies conducted research empirically in an attempted to examine the relationship between training and employee engagement. For instance, this study conducted by Ajibola, (2019) in Nigeria manufacturing firms to investigate the influence of training and employee engagement using 395 respondents in manufacturing firms. The result reveal a negative relationship between training and employee engagement.

H3: training show negatively relates to employee engagement.

### **Research Gap Analysis**

In the subject of management and other related fields of study, increasing employee engagement has been a big concern (Koppula, 2008). Several studies have shown that high levels of employee engagement are critical in achieving organisational goals (Karatepe & Olugbade, 2009; Schaufeli et al., 2002). The main research problem addressed in this study is low employee engagement in Nigerian manufacturing firms, as it was discovered that the industry is experiencing a downward low in employee engagement, resulting in manufacturing firms contributing insufficiently to the country's GDP when compared to some selected countries around the world. The scarcity of research exploring the influence of organizational culture, career development, and training and employee engagement in one model is the specific theoretical difficulty and the Nigerian manufacturing firm's problem. Previous studies have confirmed that organizational culture have a substantial association with employee engagement (Shehri et al., 2017; Soni, 2019), career development has a positive connection with employee engagement (Bai & Liu, 2018; Nasidi, 2021; Purba & Supriyono, 2019), training show negatively relates to employee engagement Ajibola,(2019). All of these studies have been empirically verified and have found a link between training, organizational culture, career development, and employee engagement. The effects of these constructs have only been empirically investigated independently; there are no studies that have combined training, career development, organisational culture, and employee engagement into a single model. Furthermore, the majority of these studies were conducted in Asia and the Western world, with minimal focus on Africa. The current study will significantly contribute to the existing literature on employee engagement in the manufacturing sector by investigating for the first time, the impact of career development, training, and organizational culture on employee engagement in the Sub-Sahara African context, and Nigeria in particular.

## The Research Framework of the Study

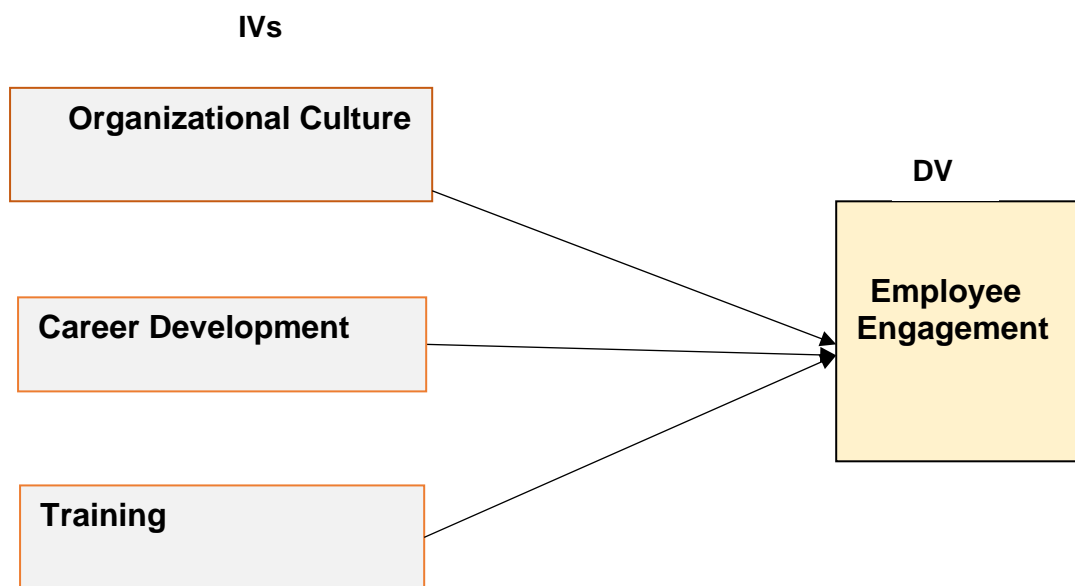


Figure 1.1: Research Framework

### Methodology

#### Procedures and Respondents

The current study focused on middle level employees in Nigerian manufacturing firms. This group of employees was chosen to represent the entire organization since they are assigned with the responsibilities at the production level. There are 2406 people in total in four sugar refineries located in South-Western region of Nigeria. For the purposes of this study, proportionate stratified sampling is regarded as an effective strategy for guaranteeing enough representation. Respondents will be divided into stratum for four branches in order to achieve the research's objectives. After stratifying the respondents into four strata, the number of respondents in each Stratum will be determined to represent the overall population.

#### Measures

The organizational culture is covered in the first section of the instruments. Organizational culture is operationalized as the system of values which members of a particular organization held which distinguish them from other organizations (Suharti & Suliyanto, 2012). Organizational culture is measured based on organizational culture assessment instrument developed by Cameron (1999) which was used and tested in private sector organizations. For instance, the measuring tool was tested in a study conducted by Obijiaku (2019) in Nigerian private sector organizations (Banks) and achieved significant results. The researcher adapts this measuring tool for this study because of its suitability. Career development covers the second section. Career development is operationalized as the degree to which an employee perceived that organization provides some programs or activities that tends to increase employee's skills and other abilities towards achieving organizational goals (Kibui et al., 2014). Career development is measured based on career development instrument (CDI) developed and tested in a similar study. For instance, the instrument was tested in a study



conducted in a western manufacturing firms and achieved positive result (Kraimer et al., 2010). The researcher adapts this measuring tool for this study because of its suitability.

Training in an organization is essentially a learning process in which the management, the human resources or organizational or non-organizational training staff provide it to employees in a structured manner with purposeful learning opportunities (Chandrakalaa, 2017). Training covers the third section of the instruments. Training is the measured based on training instrument developed by (Chandrakalaa, 2017). The instrument was tested in a previous studies conducted in a Jordanian private company and achieved suitable result (Rasha et al., 2015). The researcher adapts this measuring tool for this study because of its suitability. Employee engagement covers the fourth section of the instrument. Employee engagement is operationalized as the productive and satisfying work related disposition basically categorized by vigor, dedication and absorption (Schaufeli et al., 2002). Employee engagement is measured based on Utrecht work engagement scale which was validated by Schaufeli, et al (2002), through seventeen (17) items. The questions are relevant criteria for assessing employee engagement in organizations. These items were tested in most recent times in a study conducted in Nigerian manufacturing firms by Ajibola (2019) and achieved significant result. The researcher adapts these items to suit the current study. These items are adapted with some modifications to suit the current study. The items will be measured based on 5-point Likert scale since it has been considered as more suitable (ELmore & Beggs, 1975).

### **Pretest and Pilot Test**

Expert opinions from academia and industry will be used to confirm the content validity of the instruments that will be used for the aim of this study. Experts in the relevant field of study were carefully selected before submitting the instruments to them for feedback on organizational culture, carrier development, job satisfaction, and employee engagement. To check construct validity before the real data collection, a pilot test will be given to 50 employees working in one of the refineries who are not part of the study population. The Cronbach's alpha will be used to see if all of the items in the test are measuring the same thing.

### **Statistical Analysis**

For descriptive and inferential statistics, the study uses the Statistical Package for Social Science (SPSS). Exploratory Factor Analysis (EFA) will be performed using SPSS with data from the pilot test, which will then be used in the main study to discover the underlying factor structure of the data and to test the research tool's dependability. The confirmatory factor analysis will be used in assessing the validity and reliability of the constructs, fitness indexes and normality for the measurement model using the software called Structural Equation Modeling (SEM-AMOS). The mediation analysis will be used to determine the structural model, as well as the bootstrapping approach for confirming the mediation result using SEM.

### **Conclusion**

Within the framework of the Nigerian sugar refinery, the conceptual study will clearly explain the impact of organizational culture, career development, training, on employee engagement. As a result, the study's unique findings will make a substantial theoretical and practical contribution to the current literature. The study will be relevant in theory because there is little research that tends to investigate the impact of organizational culture career

development and training on employee engagement within African context and Nigerian in particular. The research will make a significant contribution to the growing body of knowledge, particularly in the fields of human resource management, organizational behavior, and other relevant fields of study. In addition, the study will provide empirical proof of the effect of organizational culture, career development and training on employee engagement in Nigerian manufacturing firms which is yet to be investigated in the literature. In practice, private sector organizations, and other related parastatals/agencies will benefit a lot from this study by providing them with some useful guides on how to ensure high level of employee engagement by ensuring high level productivity within the manufacturing firms. Similarly, the existing study's findings will be useful as a guide for policymakers, HRM experts, and other relevant professionals.

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