



Training and Compensation on Employee Creativity in Selected Manufacturing Organisations in Ogun State, Nigeria.

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Abstract

Employees are widely acknowledged as integral part of organisational growth and success on a global scale. Their contributions substantially influence the progression of organisations from one stage to the next. However, despite their pivotal role, recent trends show a decline in employee outcomes within certain organisations, particularly within the manufacturing organisation. Apparently, the decline in organisational growth is manifest in various aspects, including reduced levels of creativity, diminished work quality, declining productivity level, and a notable lack of commitment displayed by employees operating in the manufacturing organisation. The study employed a quantitative research approach, utilizing a self-structured questionnaire as the primary source of data collection. The participants consisted of 126 employees from three specific manufacturing organisation and the researcher employed an enumeration technique. Data were gathered through the questionnaire, and a pilot study was executed to ensure the research instrument's validity and reliability. The collected data underwent analysis using descriptive and inferential techniques, with ethical considerations taken into account. The chapter culminates by summarizing the initial hypotheses' expectations. Findings revealed that employee training significantly influences employee creativity in selected manufacturing organisation in Ogun State, Nigeria ($\beta = 0.870$, $t = 9.734$, $p = 0.000 < 0.05$). The study concludes that employee training has a significant effect on employee creativity and compensation significantly affects employee satisfaction in selected manufacturing organisation in Ogun State, Nigeria. Thus, the study recommends that manufacturing organisation should invest deeply in employee training programs to bolster employee creativity.

Keywords: Employee training, employee compensation, employee creativity, employee compensation, employee satisfaction

Introduction

Globally, the study of employee outcomes has garnered significant empirical attention from researchers and contextual focus from organisational stakeholders (Yousf & Khurshid, 2021). Within the United States, the impact of the Covid-19 pandemic has led to a noticeable decline in employee outcomes, as observed in diminished zeal and vigor due to widespread lockdowns that affected multiple sectors, including the manufacturing organisation (Taylan et al., 2022; Muhammed et al., 2022). This pandemic-induced scenario has raised concerns about job engagement and performance. Even in situations where manufacturing organisation express satisfaction and motivation, productivity and work quality are still witnessing a decline (Ordina, 2021).

In Europe, Spain faces considerable challenges in enhancing employees' performance, despite equipping them with tools and skills to navigate new realities (Hamouche, 2021). The varied degrees of performance outcomes demonstrated by employees are a cause for alarm (Watkins & Fusch, 2022). Similarly, Saudi Arabia's manufacturing organisation has witnessed a decline in creativity and productivity levels, raising concerns about overall employee outcomes (Sánchez-Hernández et al., 2019). The Netherlands echoes these trends, with instances of poor employee outcomes, low task commitment, and a dearth of creativity in their roles (Li et al., 2019).



In Nigeria, the manufacturing organisation has grappled with persistent inadequate employee outcomes, contributing to a lack of growth and progress (Ayodele et al., 2020). Challenges encompass poor service delivery, insufficient creativity, decreased productivity, and a deficit in employee commitment (Muhammed et al., 2022). The manufacturing organisation struggles have even led to the collapse of many viable manufacturing organisation, with those still standing failing to contribute significantly to the country's GDP (Ebekozen, 2021). A conspicuous absence of human resource activities has been cited as a key contributor to these issues. In Nigeria, manufacturing organisation behavior, coupled with high cost of production, hinders customers access to commodities of their choice. This is underlined by the lack of professionalism, poor job commitment, and quality witnessed in the industry.

Objective of the Study

The general objective of this study was to evaluate the effect of training and compensation on employee creativity and satisfaction in selected manufacturing organisation in Ogun State, Nigeria. Specifically, the objectives:

1. examined the effect of employee training on employee creativity of selected manufacturing organisation in Ogun State, Nigeria;
2. evaluated the effect of compensation on employee satisfaction of selected manufacturing organisation in Ogun State, Nigeria;

Employee Creativity

Employee creativity refers to the process through which employees generate original and beneficial ideas in the course of their employment (Wang & Shibayama, 2022). Employees are more likely to achieve their objectives and respond effectively to opportunities when they use their creative abilities, which may lead to teams gaining advantages and surviving competitive innovation. The management of something new and helpful is creativity. Creativity is a significant part of organisational transformations and may give a key to understanding the phenomena of change and; ultimately, the efficiency and survival of an organisation (Elidemir et al., 2020). Employee creativity is the ability of an employee to develop new and useful ideas which are of crucial value that can lead to new products, services or work processes used to achieve effectiveness, innovation, and significant breakthroughs which is important for the organisation's competitiveness and performance. Employee creativity is dependent upon cognitive notions of empowerment and psychological safety, as well as behavioral participation in creative processes. When leaders create opportunities for psychological growth, there is a subsequent rise in employee engagement in the creative process (Smaliukienė & Survilas, 2018).

Employee Satisfaction

Employee satisfaction may be defined as an individual's overall attitude toward their employment, as well as the gap between the number of incentives employees get and the number of rewards they feel they should receive (Tran-Xuan et al., 2022). Job satisfaction may be defined as the degree to which an individual's expectations and the reality of their work environment are aligned. It suggests that work satisfaction may be viewed as an emotional condition of human beings that shows the good and pleasant sensation of a person when that person enjoys his or her job effectively (Lee & Lee, 2021). Job satisfaction is one of the most effective retention strategies; apparently, many others



may be applied. "Job Satisfaction" refers to the positive or negative feelings that an employee feels about their position in the company. Employee satisfaction is highly dependent on personal preferences, since the qualities that make one person happy may not be the same ones that make another person happy (Zaid et al., 2021). One of the roles of human resources that foster in changing employee character is management support for personal growth, which leads to employee satisfaction. This is one of the functions of human resources that help change employee character (Bharadwaj et al., 2022).

Training

Training is the process of closing the gap between an individual's current level of outcomes and the performance standard intended for them (Akter, 2016). The Human Resources (HR) department of a firm should place significant emphasis on training employees. Individuals are taught, informed, or educated through the process of training to become qualified to execute their task as feasible, as well as qualified to perform in positions of increasing complexity and responsibility (Iqbal et al., 2019). There are many other methods in which training may be delivered, for example, through coaching and mentoring, peer cooperation, and participation by subordinates (Thaler et al., 2017). Through the use of collaboration, workers are allowed to take an active role in their work, which leads to enhanced individual outcomes as well as overall organisational performance. Training programs not only help individuals better their lives but also aid businesses in maximizing the use of their human resources and gaining a strategic advantage in the marketplace (Hanaysha, 2016).

Compensation

For organisation to maintain proper compensation practices, they must keep up with inflation by providing workers with salaries that are proportional to the market value. This helps to reduce the likelihood of strikes and poor worker outcomes (Abrori & Hidayati, 2021; Rahman & Singh, 2019). The cost of salaries is steadily going up and is quickly becoming one of the most important fixed expenditures in modern businesses, placing these organisations in a difficult financial position (Ratnasari et al., 2019). Workers should be paid at or above market rates, as agreed upon by labor unions concerned with employee welfare. This should be the case regardless of basic pay inefficiencies. When there is a lot of competition in a market, basic pay is bumped up to attract and keep employees who have previous experience to improve their overall outcomes. Workers are entitled to whatever they earn as a return for the contribution they make to the compensation or organisation they are employed (Astarina et al., 2021). Compensation refers to anything that an employee receives in return for his or her efforts on the job. Workers are entitled to compensation for the services they deliver to an organisation in exchange for an incentive of some kind.

Financial compensation and non-financial compensation are the two distinct categories that make up total compensation. Direct compensation is a subset of financial compensation that comprises (a) basic pay, (b) merit pay, incentive pay, bonuses, commissions, profit sharing, and share distribution, and (c) differential compensation, which includes savings and stock purchase annuity programs. Indirect compensation consists of (a) the benefits package, which may include health insurance, life insurance, pensions, and labor insurance; (b) payments made outside of working hours, such as for holiday programs, annual leave, and maternity leave; and (c) vehicles, office space, and parking lots (Anthonia et al., 2019). Non-monetary compensation can be broken down into two categories: (a) occupations that provide interesting tasks, challenges, responsibilities,

recognition, and a sense of accomplishment; and (b) the working environment, which includes sound policies, competent supervisors, a conducive working environment (a) Occupations that provide interesting tasks, challenges, responsibilities, recognition, and a sense of accomplishment. (b) Occupations that provide a sense of accomplishment (Hakim, 2020).

Methodology

A survey research design was used to gather a sample of 126 employees from selected manufacturing organisation in Ogun State, Nigeria. The total numbers of employees in the chosen organisation are relatively small and can be easily enumerated. Therefore, the total enumeration method is appropriate for this study, and the data were collected using standardized questionnaires. The analysis of the results revealed that the Cronbach alpha value was greater than 0.7. Both descriptive and inferential tools were employed to analyze the data. The statistical package for science solutions (SPSS) version 23 was used to conduct Simple Linear Regression Analysis and determine the impact of the variables.

A pilot study was considered necessary to establish if the research instrument used in the study was appropriate for further exploration (Siyam & Abdallah, 2021). Essentially, a pilot study was conducted to assess the validity and reliability of the research instrument. The sample was 10% of the overall sample size for the main study, which was 13 copies. The pilot study was carried out using another manufacturing organisation in Ogun State, Nigeria. The information received was used to assess the validity and reliability of the questionnaire for the study. From the variables used, each respondent was requested to respond based on their level of agreement with the statements which was done on a six-point Likert-type scale ranging from options with strongly agree (6) to strongly disagree (1) as well as very high (6) to very low

The researchers assessed the degree to which the study's variables could be measured consistently over time. This was crucial because if a measurement instrument was not reliable, it could produce different results each time it was used, making it difficult to draw accurate conclusions from the data. To determine the reliability of the variables in the study, the researchers calculated the average inter-correlations among the items measuring the primary constructs (Brown, 2018). This helped to determine the internal consistency of the measurement instrument and ensure that it measured what it was intended to measure in a consistent way. The researchers also calculated the Cronbach's Alpha value, which is a measure of the internal consistency of a scale (Garcia et al., 2019). A Cronbach's Alpha value of more than 0.7 is generally considered to indicate that the scale is reliable. By performing a reliability analysis, the researchers were able to ensure that the measurement instrument was reliable and that the data collected was of high quality. This was important for drawing accurate conclusions from the study (Johnson, 2017).

Table 1: Reliability Result

S/N	Variables	No of Items	Cronbach	Composite	Remarks
1.	Training	5	0.913	0.944	Accepted
2.	Compensation	5	0.827	0.920	Accepted
3.	Employee Creativity	5	0.883	0.914	Accepted
4.	Employee Satisfaction	5	0.844	0.872	Accepted

Source: Researchers Compilation (2023)

Data Analysis and Results

A set of 127 questionnaires were distributed among the respondents, and remarkably, all 127 questionnaires (100%) were both accurately completed and returned. The research opted for a total enumeration approach due to the limited number of manufacturing organisation in the study area, encompassing all entities. Notably, this approach yielded a response rate of 100%, exceeding the threshold deemed suitable for ensuring the validity and meaningful interpretation of data analysis.

Hypothesis:

H₀₁: Employee training has no significant effect on employee creativity of selected manufacturing organisation in Ogun State, Nigeria.

H₀₂: Compensation has no significant effect on employee satisfaction of selected manufacturing organisation in Ogun State, Nigeria.

Linear regression was used to test the hypotheses, which were based on single variables of training and creativity and compensation and satisfaction respectively. Table 4.2.1c displays the presentation of the obtained parameter estimates and analysis outcomes.

Table 4.2.1c: Summary of Results of Linear Regression Analysis for Effects of Training on Employee Creativity

Model	Effects of Training on Employee Creativity							
	B	t	Sig.	R	Adjusted R ²	df	F	Sig
(Constant)	2.194	1.001	.319	.657 ^a	.427	1	94.757	.000 ^b
TRAINING	.870	9.734	.000			125		
a. Dependent Variable: EMPLOYEE CREATIVITY								
b. Predictors: (Constant), TRAINING								

Source: Researchers' Findings 2023

Table 4.2.1c presents the results of the linear regression for the effect of employee training on employee creativity of selected manufacturing organisation in Ogun State, Nigeria. The results in Table 4.2.1c revealed that the regression model correlation coefficient (R) was (0.657) which indicated that there was a strong, positive, and significant relationship between training and the employee creativity of the manufacturing organisation in Ogun State. However, the results indicate that training accounts for approximately 43% of the variance in the dependent variable, employee creativity. That is the overall regression model adjusted coefficient of determination, $R^2 = 0.427$, indicating that approximately 43% of the variance in the employee creativity of selected manufacturing organisation could be explained by the model's significant predictor variable of training, while the remaining 57% variation is explained by other factors or variables known as exogenous variables that may not be part of this study.

The overall significance of the model, the Analysis of Variance (ANOVA) for the regression coefficient was 0.000 (p-value of 0.000 was less than 0.05) and F-value is 94.757. This implies that training significantly predicts employee creativity. Therefore, the model was fit in predicting employee creativity of the manufacturing organisation in Ogun State, Nigeria. Considering the result of regression coefficients, the predictive multiple regression model is formulated as follows:



$$y_1 = \alpha_0 + \beta_1 x_1 + \mu_i \dots \dots \text{eq1}$$

$$EC = 2.194 + 0.870(TR) \dots \text{Eqn i (Predictive Model)}$$

Where: EC == Employee Training
TR = Employee Training

As observed in Table 4.2.1c, the regression equation, the constant had an unstandardized coefficient of 2.194. This indicates that holding all factors constant at zero (0), employee creativity of the selected manufacturing organisation in Ogun State, would be equal to 2.194, which is positive. The predictive model revealed that training ($\beta = 0.870$, $t = 9.734$, $\rho = 0.000 < 0.05$) has a strong, positive, and significant effect on employee creativity. This implies that manufacturing organisation in Ogun State, should pay close attention to providing training for their employees. The model further revealed that when training is improved by one unit, employee creativity would increase by 0.870. Based on these results, the null hypothesis (H_0) which states that training has no significant effect on employee creativity of selected manufacturing organisation in Ogun State, Nigeria was rejected.

Discussion Findings

The finding of this study that training has a significant effect on the creativity of employees in manufacturing organisation in Ogun State, have implications for the concepts, empirics, and theories that were used in the study. Conceptually, the positive relationship between training and employee creativity is supported by the literature. Training is perceived as a positive variable that can close the gap between an individual's current level of outcomes and the performance standard intended for them (Akter, 2016), while employee creativity refers to the process through which employees generate original and beneficial ideas in the course of their employment (Wang & Shibayama, 2022).

Empirically, the finding aligns with others on training and employee creativity. For instance, Paul and Audu (2019) found that training academic staff has a substantial impact on work quality, productivity, and timeliness. Kanapathipillai and Azam (2020) found that training is statistically significant and has a substantial association with both work outcomes and job satisfaction. Mahadevan and Yap (2019) found that both on-the-job and off-the-job training have a positive and significant impact on employee outcomes. Motlokoa et al. (2018) found that training improves workers' outcomes in the banking industry in Lesotho and has a beneficial effect on employees' motivation and overall job satisfaction.

Theoretically, the finding that training affects employee creativity significantly aligns with the human capital theory, which asserts that investment in human capital leads to increased economic outputs. The human capital theory suggests that education increases the cognitive stock of economically useful human aptitude, which is a result of innate talents and investment in people. The rationale for investing in human capital is based on the need to pass on the necessary aspects of earlier generations' knowledge to the current generation. In conclusion, the findings of this study provide further evidence for the positive relationship between training and employee creativity in manufacturing organisation in Ogun State. This finding aligns with the literature on the subject and the human capital theory, which emphasizes the importance of investing in human capital to improve economic outcomes.

In order to test the hypothesis, linear regression was utilized to examine the effect of compensation on employee satisfaction of selected manufacturing organisation in Ogun State, Nigeria. The regression results are presented in Table 4.2.2c

Table 4.2.2c: Summary of results of linear regression analysis for effects of Compensation on Employee Satisfaction

Model	Effects of Compensation on Employee Satisfaction							
	B	t	Sig.	R	Adjusted R ²	df	F	Sig
(Constant)	5.791	2.320	.022	.531 ^a	.276	1	48.979	.000 ^b
COMPENSATION	.741	6.998	.000			125		
a. Dependent Variable: EMPLOYEE SATISFACTION								
b. Predictors: (Constant), COMPENSATION								

Source: The Researchers

Table 4.2.2c presents the results of the linear regression for the effect of compensation on employee satisfaction of selected manufacturing organisation in Ogun State, Nigeria. The results in Table 4.2.2c revealed that the regression model correlation coefficient (R) was (0.531) which indicated that there was a moderate, positive, and significant relationship between compensation and employee satisfaction of the manufacturing organisation in Ogun State. However, the results indicate that compensation accounts for approximately 28% of the variance in the dependent variable, employee satisfaction. That is the overall regression model adjusted coefficient of determination, $R^2 = 0.276$, indicating that approximately 28% of the variance in the employee satisfaction of selected manufacturing organisation could be explained by the model's significant predictor variable of compensation, while the remaining 72% variation is explained by other factors or variables known as exogenous variables that may not be part of this study.

The overall significance of the model, the Analysis of Variance (ANOVA) for the regression coefficient was 0.000 (p-value of 0.000 was less than 0.05) and F-value is 48.979. This implies that compensation significantly predicts employee satisfaction. Therefore, the model was fit in predicting employee satisfaction of the manufacturing organisation in Ogun State, Nigeria. The individual statement used to proxy compensation had a strong, positive, and significant effect on employee satisfaction ($\beta = 0.741$, $t = 6.998$, $p = 0.000 < 0.05$). This implies that when compensation is improved, employee satisfaction will increase.

Considering the result of regression coefficients, the predictive and prescriptive multiple regression model is formulated as follows.

$$y_2 = \alpha_0 + \beta_1 x_1 + \mu_i \dots \dots \text{eq2}$$

$$ES = 5.791 + 0.741 (CM) + \mu_i \dots \text{Eqn ii (Predictive Model)}$$

Where ES = employee satisfaction

CM = compensation

As observed in Table 4.2.2c, the regression equation, the constant had an unstandardized coefficient of 5.791. This indicates that holding all factors constant at zero (0), employee satisfaction of the manufacturing organisation in Ogun State would be equal to 5.791 which is



positive. The predictive model revealed that compensation is significant. This implies that manufacturing organisation should pay close attention to improving compensation to increase employee satisfaction. The model further revealed that when compensation is improved by one unit, employee satisfaction would increase by 0.741. Based on these results, the null hypothesis (H_02) which states that compensation has no significant effect on employee satisfaction of selected manufacturing organisation in Ogun State, Nigeria was rejected.

Discussion of findings

The results of the hypothesis test conducted in this study, which found that commendation plays a significant role in ensuring employee satisfaction in selected manufacturing organisation in Ogun State, are consistent with previous literature. According to Abrori and Hidayati (2021); Rahman and Singh (2019), compensation is an essential factor that reduces the likelihood of poor worker outcomes and strikes. If an organisation provides equitable and fair compensation to its employees, it can positively affect their satisfaction and ultimately benefit the organisation. Empirical evidence from previous studies also supports the findings of this study. Wayan et al. (2016) found that there is a positive correlation between salary and employee outcomes and work satisfaction. Similarly, Eriksson and Kristensen (2014) and Nina and Jason (2014) concluded that pay and incentive systems are strongly related. Ojeleye (2017) also found that remuneration has a positive impact on employee outcomes and productivity. Therefore, it is recommended that organisations pay their employees all entitlements, including salaries and wages, on time and involve them in decision-making processes regarding their remuneration.

The findings of this study also support the human capital theory, which suggests that investing in employees is crucial for organisations. By providing fair compensation, organisations can ensure employee satisfaction, which can lead to increased commitment and productivity. The human capital theory argues that it is essential to pass on the necessary knowledge from previous generations to the current generation, and one way to achieve this is through investing in employees. In conclusion, this study's findings are consistent with previous literature and empirical evidence, suggesting that commendation plays a vital role in ensuring employee satisfaction manufacturing organisation in Ogun State. Organisations should invest in their employees by providing equitable and fair compensation to ensure they stay satisfied and committed to working for the organisation.

Conclusion and Recommendations

This study offers valuable insights into the influence of employee training and compensation on employee creativity and satisfaction within selected manufacturing organisation in Ogun State, Nigeria. The research findings hold implications not only for the selected manufacturing organisation in Ogun State, but also extend to a broader context. The results suggest that investing in training initiatives and equitable compensation structures, which contribute to heightened creativity and satisfaction among employees; again, employee training could yield tangible enhancements in business performance. Manufacturing organisation in Ogun State can foster an environment conducive for creativity, satisfaction, and commitment by offering training avenues, ensuring fair compensation practices, as well as cultivating supportive work environments. Such efforts can subsequently translate into elevated productivity and increased competitiveness for these firms. Additionally, it is advisable for firms to prioritize investments



in employee training programs as a means to elevate employee creativity. Moving forward, it is recommended that subsequent researchers could delve into exploring the interplay between various other factors such as organisational culture, leadership approaches, and work-life balance and their potential influence on employee outcomes within the manufacturing organisation. To this end, an expanded examination of these factors could provide a more comprehensive understanding of the dynamics shaping employee outcomes. This broader perspective has the potential to equip organisations with more effective strategies for enhancing both employee outcomes and overall performance within the manufacturing industry.

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