

## TRAINING CLIMATE AND SALES GROWTH OF MANUFACTURING ENTERPRISES IN SOUTH EAST NIGERIA

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### **Abstract**

*The study investigates training climate and sales growth of manufacturing enterprises in South Eastern Nigeria. The study was conducted to find out the relationship between each of instructor-led training, e-learning, coaching/mentoring and sales growth in manufacturing enterprises. The study was guided by three research questions and three hypotheses. The survey design was used to handle the study. The researcher used the probability sampling technique in the study. Descriptive statistics of mean and standard deviation were used to analyze data. Correlation analysis was employed in the testing of the hypotheses. The analysis was enabled by Statistical Package for Social Sciences (SPSS). The findings showed that instructor-led training significantly influenced sales growth; e-learning enhanced sales growth; and coaching/mentoring improved sales growth in the manufacturing enterprises. It was concluded that training climate was a driver of sales growth in manufacturing enterprises in South Eastern Nigeria. The study recommends that manufacturing enterprises should always respect their tested and trusted training methods for the consistent improvement of their sales growth.*

**Key Words:** *Training climate, Sales growth, Manufacturing enterprises.*

### **Introduction**

#### **Background of the Study**

Employee training climate is always an essential dimension of a typical organizational climate. Training climate includes the tangible and intangible aspects related to the training environment. These comprise of ambience, perceptions for the training programmes, feelings, etc. It refers to workplace characteristics that either inhibits or facilitates the transfer to the job of what has been learned in training (Shweta, 2014). Shonna (2021) opines that organizational training is the process of transferring knowledge within an organization. This type of training

focuses on developing employees for their current job. Through organizational training, employees can develop new skills. Organizational training is also used to teach employees about the specific systems, processes and tools the organization uses. The foregoing shows that training means preparing workers to do better in their present duties. Though training can be on-the job and off-the job training, Priscilia (2021) opines that there are eight popular types of training namely orientation training, on boarding training, technical skills training, soft skills training, product or service training, compliance training, franchise training and managerial/leadership training.

There are various benefits of training. According to Chitra (2022), staff training which is the process of training the current staff of the organization for enhancing the performance of the staff as well as the productivity of the organization, helps in the professional development or career advancement of the employee. With training, there could be enhanced performance, productivity increases, shortcomings are tackled, employees and stakeholders are satisfied, and it encourages knowledge sharing and industrial safety; it boosts employee morale and leads to minimal supervision as well as opportunities for employee and corporate growth. According to Chitra (2022), the various methods of training are: on-the-job, off-the-job, apprenticeship, vestibule, internship and learner training.

This study examines how instructor-led training, e-learning and coaching/mentoring may influence sales growth in manufacturing enterprises. Instructor-led training is the traditional type of employee training that occurs in a classroom, with a teacher presenting the material. This can be a highly effective method of employee training, especially for complex topics. Instructors can answer specific employee questions or direct them to further resources. They also allow for highly-skilled instructors to match the training level and style to the employees in the room. However, instructor-led training does have some drawbacks, including cost and time to implement (Bleich, 2022).

In addition, Umoh, Godwin, Amah and Wokocha (2013) investigated organizational climate and corporate performance: the Nigerian experience; Okoli (2018) assessed organizational climate and job satisfaction among academic staff while Sonarita, Sudjarwo and Harriet (2019) examined relationships between organizational climate and organizational commitment: a literature review in the Asian context. None of these studies showed how each of instructor-led training, e-learning and coaching/mentoring influenced sales growth. This shows that very big research gaps exist. It is in an effort to bridge these research gaps that this study was conducted so as to contribute to knowledge.

### **Objectives of the Study**

The major objective of this study is to investigate training climate and sales growth in manufacturing enterprises in South East Nigeria. The specific objectives of the study include to:

- i. examine the relationship between instructor-led training and sales growth in manufacturing enterprises.
- ii. Investigate how e-learning influences sales growth in manufacturing enterprises.
- iii. Evaluate the extent to which coaching/mentoring affects sales growth in manufacturing enterprises.

### **Research Questions**

Based on the objectives of the study, the researcher developed the following research questions:

- i. What is the relationship between instructor-led training and sales growth in manufacturing enterprises?
- ii. How does e-learning influence sales growth in manufacturing enterprises?
- iii. To what extent does coaching/mentoring affect sales growth in manufacturing enterprises?

### Hypotheses

In order to answer the research questions, the researcher posed the following set of null hypotheses:

**H<sub>01</sub>:** There is no significant relationship between instructor-led training and sales growth in manufacturing enterprises.

**H<sub>02</sub>:** e-learning does not significantly influence sales growth in manufacturing enterprises.

**H<sub>03</sub>:** Coaching/mentoring does not significantly affect sales growth in manufacturing enterprises.

### Scope of the Study

The researcher focused on Aluminum Extrusion Industry Plc, Inyishi- Owerri; Guinness Plc, Aba; Nigerian Breweries Plc, Enugu; Cometstar Manufacturing Company Ltd, Onitsha; and Chrisreal Industries Ltd, Afikpo, Ebonyi State. These represent the geographical scope of the study. The content scope will consist of the relationship between each of instructor-led training, e-learning, coaching/mentoring and sales growth. The unit scope will consist of various units in the study organizations eg Production, Human Resources, Accounts/Finance, Marketing, etc.

### Significance of the Study

There are a number of persons that will benefit from this study in so many ways. Those that will benefit and how they will benefit are as follows:

**Boards of Organization:** Board of Directors of enterprises will henceforth appoint management teams that are very result-oriented, focused and ready to continuously enhance the climate of their organizations onto beefed viability and competitive strengths.

**Competitors:** They will brace up to the challenges posed by the development of sound organizational climate by their rivals with a view to striving to compete more favourably. The competitors will also avoid unhealthy competition by way of professionally performing above board in using the tool of organizational climate to enhance sales growth and other viability indicators in their firms to the pleasant surprise and astonishment of their rivals.

**Employers:** Employers will see the need to develop the appropriate corporate training climate and structures that may trigger profitable actions, behaviours and conducts in the organization for the achievement of organizational goals.

**Entrepreneurs:** They will be encouraged to continuously improve their organizational training climate. Most of them will learn what organizational climate is all about so as to make efforts to meet the expectations of individual customers.

**Future Researchers:** They will benefit in the literature review hence they will be exposed to the way of articulating the conceptual, theoretical and empirical reviews. They will also understand the pattern of developing gaps identified in literature. They will learn much about the methodology of a survey research.

**Government:** The government will start taking immediate steps to improve organizational cultural climate in the public sector.

**HR Managers:** They will be in a better position to facilitate the training and development of the workforce in the area of organizational training climate. Human Resource Managers will henceforth engage persons who are ready to contribute to the organizational training climatic indicators of their enterprises.

**Innovators:** Innovators will use this study to improve the climate of their businesses with a view to enhancing corporate viability, sales growth and organizational resilience.

**Management Consultants:** They will be better equipped to serve their clients better especially as it relates to issues bordering on organizational training climate. This will help to improve quality and policy of management consultancy services in Nigeria and beyond.

**Organizational Management:** Management of organizations including the top level, middle level and lower level management will use this study to develop sustainable strategies capable of fulfilling the expectations and beliefs of individuals in the organization. They will certainly continuously improve the working environment and training climate of the organization after going through this study.

**Organizational Politicians:** In the area of organizational politics, the very players will be seriously reminded that without the right organizational training climate, their politicking may never result to sales growth, viability and success of their enterprises. This will enable such key players like the managers and board members to be focused in taking decisions and actions that trigger the creation of the right climate for positive corporate outcomes.

**Sales Managers:** Sales managers will develop their efforts in improving the sales growth of their enterprises with the instrument of organizational climate.

**Those lacking social skills:** They will be exposed to the social skills offered by organizational training climate with a view to boosting their social skills while contributing to organizational sales growth.

**Training Institute:** They will be exposed to the various measures and dimensions of organizational training climate. This will certainly help the institutes to teach their students the core rudiments of organizational training climate for deeper understanding of the concept and for the proper application of such knowledge in the business organizations.

**Unemployed graduates:** They will learn about the concept of organizational climate so that they may prudently and unhaphazardly apply it in their workplaces whenever they become employed.

### **Review of Related Literature**

This part of the study consists of conceptual literature, theoretical literature and empirical literature.

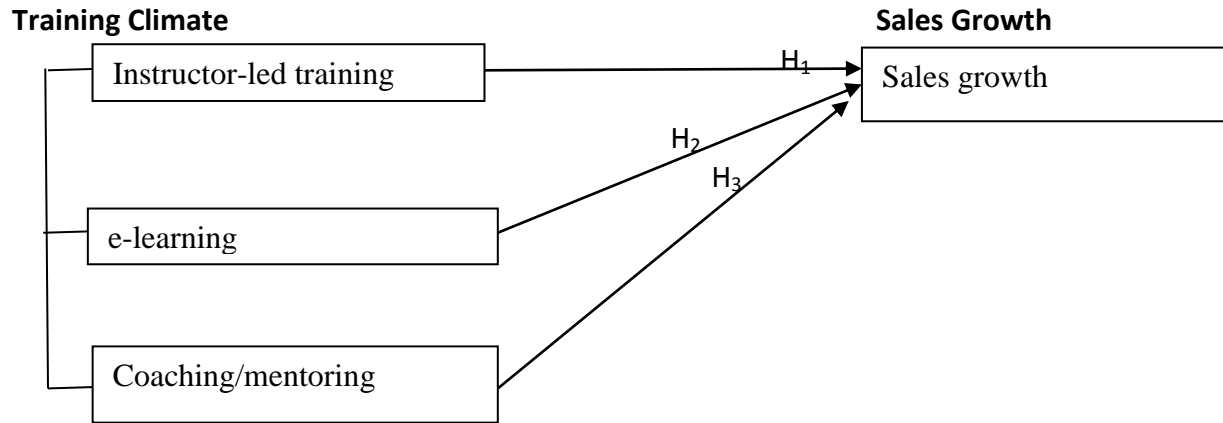
#### **Conceptual Literature**

The researcher used the following operational conceptual model to show the variables and measures covered in the study:

## Operational Conceptual Framework

INDEPENDENT VARIABLE

DEPENDENT VARIABLE



### Source: Researcher (2022)

The above operational conceptual framework shows that various dimensions of training climate may influence sales growth. These dimensions are: instructor-led training, e-learning and coaching/mentoring.

### What Training in an Organization Is

Thompson (2022) maintains that Organizational training is the process of transferring practical knowledge within an organization that boosts employee performance and on-the-job capabilities. Organizational training is a tactical approach to help employees learn skills that directly impacts their job performance and compliance obligations. It focuses on hard skills training such as how to use a specific tool or software.

#### The Importance and Benefits of Organizational Training

Because organizational training is more practical and less aspirational than employee development, it's easier to articulate its importance and benefits. They are quantifiable such as increased production and improved performance that deliver better business outcomes. They are certifiable such as the acquisition of continuing professional education (CPE) credits or legal necessities like required compliance training.

Organizations need their employees to be the best at what they do. As such, organizations must invest in helping their employees do their jobs better by introducing new technologies or processes that increase productivity or even just improving proficiency in the functions that employees perform. Such changes require training to ensure that employees can meet the company's objectives.

#### Organization Training Best Practices

Now that we understand what organizational training is and why it's important, let's get into some practical best practices

##### Flexible Delivery

We all learn differently. Though we can't cater to everyone, we should add variety to our training activities. Some training may require classic instructor-led or virtual instructor-led training while others can be delivered through on-demand video training. The important part is to consider

what training needs to be done and how to get the best results. By deploying different training methods, we can be more confident in the success of our training.

### **Meaning – Identify Knowledge and Skills Gaps**

This is straightforward enough. Before we develop technical training programs, we need to understand what knowledge or skills our employees are lacking. There's no point in wasting employee hours with redundant or unnecessary training. Of course, if new tools are being introduced, then we can understand that we need to build a training program that will help employees reach proficiency with that tool. We can run skills gaps analysis or simple surveys to help us identify areas for improvement. It is important though that we consider how training will help employees do their jobs better and that we are fully aligned with management.

### **Management – Align with Company Objectives**

Remember, the purpose of organizational training is to improve employee performance so that employees are better equipped to help the company meet its defined objectives. It is common today for organizations to have objectives and key results (OKRs) which are measurable goals to be achieved. Understanding the company's or a department's OKRs is a good way to understand what the company is trying to do and ensure that organizational training is properly aligned.

### **Types of training**

Bleich (2022) maintains that to create a happy, productive workforce, training managers must provide opportunities for further training and growth. Unfortunately, too many employees or management dismiss training as boring or unnecessary and, let's face it, employee training can be boring, but only when the wrong types of training are matched up with the topic or issue you're tackling. Matching the types of employee training to your employee needs can ensure they receive the information they need, in the format best suited for it.

The best types of employee training methods for your workforce may include:

- Instructor-led training
- eLearning
- Simulation employee training
- Hands-on training
- Coaching or mentoring
- Lectures
- Group discussion and activities
- Role-playing
- Management-specific activities
- Case studies or other required reading

We discuss the ideal situations for these types of training for employees, along with their respective challenges below.

**1. Instructor-led training:** Instructor-led training is the traditional type of employee training that occurs in a classroom, with a teacher presenting the material. This can be a highly effective method of employee training, especially for complex topics. Instructors can answer specific employee questions or direct them to further resources. They also allow for highly-skilled instructors to match the training level and style to the employees in the room. However,

instructor-led training does have some drawbacks, including cost and time to implement. It can also be unnecessary for concise topics. We discuss more about this in our post, “Instructor-Led Training Vs. eLearning”.

2. **eLearning:** eLearning, on the other hand, relies on online videos, tests, and courses to deliver employee training. Employees can do their training right in the palm of their hand with a smartphone or on their company computers. It’s one of the easiest types of employee training to roll out to larger populations, especially for employees who are remote or have high-turnover rates. With interactive games, tests, videos, activities, or even gamified components, it can also go a long way towards keeping your employees engaged with the training of eLearning [here](#).
3. **Simulation employee training:** Simulation training is most often provided through a computer, augmented, or virtual reality device. Despite the initial costs for producing that software or technology, however, simulation training can be a necessary option for employees in riskier or high-stakes fields. You’ll often see simulation training for pilots or doctors, but it can be useful for other employees too. This type of employee training is also highly-effective and reliable, allowing employees to progress consistently and at their own pace.
4. **Hands-on training:** Hands-on training includes any experiential training that’s focused on the individual needs of the employee. It’s conducted directly on the job. Hands-on training can help employees fit perfectly into their upcoming or current role, while enhancing their current skills. This is a time-intensive method of employee training, however, that’s best used when there are enough resources available to support employees during the program. [Learn more about experiential learning here](#). For all its benefits, mentoring is costly in terms of employee hours and should be used appropriately to reduce those associated costs. Coaching—bringing in a trained professional—can sometimes provide a more time-efficient alternative, but without the relationship building that’s so valuable in mentoring.
5. **Lecture-style training:** Important for getting big chunks of information to a large employee population, lecture-style training can be an invaluable resource for communicating required information quickly.
6. **Group discussions and activities:** For the right group of employees, group discussions and activities can provide the perfect training option. It allows multiple employees to train at once, in an environment that better fits their current departments or groups. These discussions and activities can be instructor-led or facilitated by online prompts that are later reviewed by a supervisor. This type of employee training is best used for challenges that require a collaborative approach to complex issues. [Find ideas for training activities here](#).
7. **Role-playing:** Similar to group discussions, role-playing specifically asks employees to work through one aspect of their jobs in a controlled scenario. They’ll be asked to consider different points-of-view and think on their feet as they work through the role-playing activity. Like other group activities, role-playing is highly effective but may be unnecessary for simple, straightforward topics. It also requires more employee time, potentially taking time away from an entire department while they’re going through the training.
8. **Management-specific activities:** Management-specific activities are just that employee training that’s focused on the needs of managers. They may include simulations, brainstorming activities, team-building exercises, role-playing, or focused eLearning on management best practices. While management training can include many different types of training, it’s



important to consider the additional needs of your managers separately from the rest of your employee population. This ensures they have the foundation they need to support the rest of their staff.

9. **Case studies or other required reading:** Finally, some employee training topics are readily accessible through required readings. Case studies, in particular, can provide a quick way for employees to learn about real workplace issues. Employees can read through these at their own pace, or while working in a team-building session with other employees. Case studies are a great option for focused topics, but more complex topics will likely require more advanced types of employee training. Anu and Sharma (2009) opine that training climate is the result of interaction between trainees and trainers in the context of training environment. Climate can either be favorable or unfavorable for effective delivery of training. (Lynton & Pareek, 1990) favorable and unfavorable climate ostensibly is the result of feelings of trainers and trainees. But these feelings are moderated by other factors having genesis in pre and post training stages. Favorable climate is manifested high degree of team work, trust and commitment on the part of both trainer and trainee. Unfavorable climate is expressed in low trust, unhealthy competition and lack of interest on the part of stakeholders.
10. **Training Climate:** Mbanotes (2016) assert that training climate simply stated, 'climate' is what it feels like to work somewhere, how motivating that is, and involves clarity, commitment, standards, responsibility, recognition and teamwork – all of which can be managed. Although many variables may influence the effectiveness of the training and development efforts, the organization's training climate appears to be playing an important role.

### **Theoretical Framework**

The researcher used the following theories to beef up the study:

#### **Functionalism Theory of Organization Climate**

Functionalism, also known as the functionalist theory or perspective, arose out of two great revolutions of the eighteenth and nineteenth centuries. The first was the French Revolution of 1789, whose intense violence and bloody terror shook Europe to its core. The aristocracy throughout Europe feared that revolution would spread to their own lands, and intellectuals feared that social order was crumbling.

The Industrial Revolution of the nineteenth century reinforced these concerns. Starting first in Europe and then in the United States, the Industrial Revolution led to many changes, including the rise and growth of cities as people left their farms to live near factories. As the cities grew, people lived in increasingly poor, crowded, and decrepit conditions, and crime was rampant. Here was additional evidence, if European intellectuals needed it, of the breakdown of social order. In response, the intellectuals began to write that a strong society, as exemplified by strong social bonds and rules and effective socialization, was needed to prevent social order from disintegrating. Without a strong society and effective socialization, they warned, social order breaks down, and violence and other signs of social disorder result. This general framework reached fruition in the writings of Émile Durkheim (1858–1917), a French scholar largely responsible for the sociological perspective, as we now know it. Adopting the conservative intellectuals' view of the need for a strong society, Durkheim felt that human



beings have desires that result in chaos unless society limits them (Durkheim, 1952). It does so, he wrote, through two related social mechanisms: socialization and social integration. Socialization helps us learn society's rules and the need to cooperate, as people end up generally agreeing on important norms and values, while social integration, or our ties to other people and to social institutions such as religion and the family, helps socialize us and integrate us into society and reinforce our respect for its rules.

Similar to the view of the conservative intellectuals from which it grew, functionalism is skeptical of rapid social change and other major social upheaval. The analogy to the human body helps us understand this skepticism. In our bodies, any sudden, rapid change is a sign of danger to our health. If we break a bone in one of our legs, we have trouble walking; if we lose sight in both our eyes, we can no longer see. Slow changes, such as the growth of our hair and our nails, are fine and even normal, but sudden changes like those just described are obviously troublesome. By analogy, sudden and rapid changes in society and its social institutions are troublesome according to the functionalist perspective. If the human body evolved to its present form and functions because these made sense from an evolutionary perspective, so did society evolve to its present form and functions because these made sense.

### **Empirical Review**

The researcher used the following empirical studies to beef up the study:

1. Babatunde, Yusuf, and Abdulkareem (2018) wrote on organizational climate and its effects on the performance of Nigerian Pharmaceutical Companies. In a dynamic environment, numbers of organizations have failed in effectively managing the environment leading to deficiency in employees' commitment and unpleasant performance in the sales of the organizations' products. It is on this instance that this study aimed at examining the effects of organizational climate on the performance of Tuyil Pharmaceutical Company. Survey method was employed to describe how the independent construct affects the dependent. The study also has a population of 342 out of which a sample of 168 was selected from the employees of TPC using the Bartlett, Kotrlik and Higgins (2001) with .05 margin of error with  $p=.50$  and  $t=2.58$ . Additionally, a close ended questionnaire with 5 Likert Scale point was employed in enquiring from the targeted respondents. The result of this study revealed that work environment and remuneration significantly affects the sales performance and employees' commitment of the organization with Beta .369 and .000 significance level. Hence, this study concluded that organizational climate through work environment and remuneration of employees significantly affects the performance of TPC, Ilorin using sales performance and employees' commitment as a measure. Lastly, the study recommended that efforts should be concentrated on improving the environment in which employees operate and the remuneration package should be reviewed upward so as to influence the commitment of staff and in turn affects the sale performance as projected.
2. Akpom, Ihekwoaba, and Igbo (2022) examined academic librarians' perceptions of the characteristics that contribute to a favorable organizational climate and those that negatively affect it in Nigerian university libraries. The study concentrated on Nigeria's Southeast and South-South geopolitical zones. The researchers adopted a descriptive survey

design for the research. A structured questionnaire was employed to collect the data from the respondents and analyzed using mean and standard deviation. The study population consists of 143 academic librarians in university libraries in the study area. The entire population was used as a sample because it was a manageable number. The result demonstrates that respondents have favorable impressions of their organizational climate. Specifically, respondents are satisfied with the communication, work environment, leadership style, organizational structure, rewards, and teamwork. It was recommended that although the organizational climate of the libraries studied was perceived as positive, there was a need to periodically and constantly improve the reward system. Implementing a formal rewards system can be a great way to motivate librarians. They can be rewarded based on measurable performance metrics, such as a pay bonus when meeting a specific task or other forms of reward. The study found that to keep librarians motivated, the reward system needs to be improved without delay.

3. Randhawa and Kaur (2015) empirically investigated assessment of impact of organizational climate on Organizational Citizenship Behaviour. Successful organizations need their employees to perform more than their usual job responsibilities and this can be possible if the environment at workplace is supportive and conducive for them. The present study is focused on organizational citizenship behaviour (OCB) and its most influencing antecedent "organizational climate". The sample consisted of 509 respondents working in a large-scale food processing industry of Punjab. The data were collected through a structured questionnaire and were analyzed using Pearson product-moment correlation and multiple regression analysis. The findings of the study indicated a strong positive correlation between organizational climate and OCB. The results of multiple regression analysis indicated that 67.6 per cent of the variance in OCB is explained by the dimensions of organizational climate. Further, organizational climate dimensions such as supervisory support, performance feedback, clarity of organizational climate, autonomy, pressure to produce, welfare and participation are found to have a significant impact on OCB. The research provides the implications for managers to engross themselves into the activities that improve organizational climate to ensure that the desired extra-role behavioural outcomes can be met.

#### **4. Gap Identified in Literature**

The gap identified in literature is that empirical studies accessed by the researcher in the area of organizational training climate in South East Nigeria did not investigate how instructor-led training, e-learning and coaching/mentoring influenced sales growth. This study fills the gap observed.

#### **Methodology**

The study adopts the survey research design. The questionnaire is the major instrument for data collection. For the population of the study, Aluminum Extrusion Industry Plc Inyishi

Owerri has a population of 101; Guinness Plc, Aba has a population of 164; Nigeria Breweries Plc, Enugu has a population of 170 while Comestar Manufacturing Co Ltd, Ontisha has a population of 102. The total population of the study is therefore 537.

The Taro Yame's formula was adopted to obtain a sample size of 229. Sample size proportion was also used in determining the number of questionnaire copies that would be administered on each of the study organizations. The data sources consist of primary and secondary sources. The primary sources are the survey tools (questionnaire and observations) while the secondary sources include journals, texts and other materials. Validity of the questionnaire was done by showing the instrument to the supervisors and to other experts for their corrections and inputs (face validity). It was also ensured that all the items in the questionnaire were strictly based on the research questions (content validity).

The reliability was conducted by way of carrying out a pilot study and subjecting the outcomes of the pilot study to Cronbach Alpha Statistic. The formula is:

$$\alpha = \frac{N \cdot \bar{C}}{\bar{v} + (N - 1) \cdot \bar{C}}$$

Where:

N = The Number of iter

$\bar{C}$  = C-bar = the average inter-item covariance among the items

$\bar{v}$  = V-bar = the average variance.

To compute the sample size proportion, we use the formula:

$$k = \frac{w_i}{N} \times n$$

Where;

$k$  = sample size proportion,

$w_i$  = no. of employees for individual firm

$N$  = population size

$n$  = sample size (See Appendix)

A reliability ratio of 0.87 (87%) was obtained. Data analysis was committed to descriptive statistics of mean, percentages and standard deviation. Correlation analytical technique was used to test hypotheses. The computations were aided by Statistical Package for Social Sciences (SPSS). The formula for correlation is:

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{[n \sum x^2 - (\sum x)^2] [n \sum y^2 - (\sum y)^2]}}$$

### Sampling Procedure

The study employed the probability sampling method. The simple random sampling technique was adopted from the probability sampling method which entails random selection of staff. Also, members of the population had equal chance of being selected. This method was adopted by the researcher because of its simplicity to avoid bias in judgment.

To identify the enterprises for the sample, a purposive sampling technique was applied, as firms that were selected for the study were only manufacturing firms with the staff

strength not less than fifty employees situated in some selected States in Nigeria. A table of proportion was used to identify the number of employees that were sampled for each of the selected banking firms.

Substituting the value into this formula, we have:

$$n = \frac{537}{1 + 537(0.05)^2}$$

$$n = \frac{537}{2.3425} = 229.24 \cong 229$$

Our sample size is therefore 229 employees.

The number of employees included in the sample from each of the four (4) selected manufacturing firms was determined through proportional allocation from the computation of the sample size proportion as shown below in Table 3.2.

To compute the sample size proportion, the researcher used the formula:

$$k = \frac{w_i}{N} \times n$$

Where;

$k$  = samplesizeproportion,

$w_i$  = no.ofemployees forindividualfirm

$N$  = populationsize

$n$  = samplesize

**Table 3.2:** Selected Manufacturing Firm for the Study (with the number of employees and the Proportion size to be considered).

S/N.	Organizations	Total	Sample Size Proportion
1	Aluminium Extrusion Industry Plc Inyishi Owerri,	101	43
2	Guinness Plc, Aba,	164	70
3	Nigeria Breweries Plc, Enugu	170	73
4	Comestar Manufacturing Co Ltd, Ontisha	102	43
	Total	537	229

To ensure adequate representation, the simple random sampling technique without replacement will be used to select the elements that will be in the sample size. Accordingly, the sampling technique to be used for the present study is the simple random sampling technique with proportional allocation of sample units.

**The decision rule:** The rejection of the null hypothesis was based on the P-Value as the null hypothesis is rejected if P-value < 0.05.

### Sampling Procedure

The sampling procedure used in this research is the non-probability sampling method. This is based on the fact that the researcher understands the nature of the research questions. It may not be all workers in virtually all departments that will reliably answer the research

questions. It was only those workers whose nature of job is quite relevant to issues under investigation that were sampled. To identify the 4 manufacturing firms of the sample, a purposive sampling technique was applied, as firms that were selected for the study were only manufacturing firms with the staff strength not less than 50 employees situated in some selected States in South East Nigeria. A table of proportion was used to identify the number of employees that were sampled for each of the selected manufacturing firms.

### Questionnaire Analysis

Out of the 229 questionnaire copies distributed to the respondents, only 226 copies were properly filled and returned. This means 81.9 % return.

- i. What is the relationship between instructor-led training and sales growth in manufacturing enterprises?
- ii. How does e-learning influence sales growth in manufacturing enterprises?
- iii. To what extent does coaching/mentoring affect sales growth in manufacturing enterprises?

### Research Question 1:

What is the relationship between instructor-led training and sales growth in manufacturing enterprises?

**Table 1: Respondents' responses on the relationship between instructor-led training and sales growth in manufacturing enterprises**

Q/No	Item	SA	A	UN	D	SD	N	Mean	Std. Dev.
1	Instructor-led training is a tool for improving sales growth in manufacturing firms.	127	57	19	14	9	226	4.23	0.774
2	Management works hard on continuous improvement of instructor-led training for sustainability in sales growth.	97	67	27	20	15	226	3.93	0.721

### Field Survey (2023)

The Table 1 above presents data from responses by the respondents under study. The result also disclosed a strong agreement by the respondents on their opinion on the relationship between instructor-led training and sales growth in manufacturing enterprises. The results further shows that the respondents agreed to the facts that: instructor-led training is a tool for improving sales growth in manufacturing firms ( $\bar{x} \pm S.D$  of  $4.23 \pm 0.774$ ); management works hard on continuous improvement of instructor-led training for sustainability in sales growth (with a  $\bar{x} \pm S.D$  of  $3.93 \pm 0.721$ ).

### Research Question 2:

How does e-learning influence sales growth in manufacturing enterprises?

**Table 2: Respondents' responses on the relationship between e-learning and sales growth in manufacturing enterprises**

Q/No.	Item	SA	A	UN	D	SD	N	Mean	Std. Dev.
3	e-learning enhances sales growth in manufacturing firms.	101	60	36	21	8	226	4.00	0.801
4	Workers in the organization help to promote e-learning for improved sales growth.	110	66	25	17	8	226	4.12	0.785

Field Survey (2023)

The table 2 above presents data from responses by respondents on the relationship between e-learning and sales growth in manufacturing enterprises. The results show that majority of the respondents affirmed to the statements. There is a high level agreement by the respondents on the opinion that e-learning enhances sales growth in manufacturing firms as the result accounted for a mean of 4.00 and a standard deviation of 0.801. The result has indicated that the majority of the respondents agreed to the item statement that workers in the organization help to promote e-learning for improved sales growth (with a  $\bar{x} \pm S.D$  of  $4.12 \pm 0.785$ ).

### Research Question 3:

To what extent does coaching/mentoring affect sales growth in manufacturing enterprises?

Report on Research Question 3 is presented on Table 3

**Table 3: Respondents' responses on the relationship between coaching/mentoring and sales growth in manufacturing enterprises**

Q/No.	Item	SA	A	UN	D	SD	N	Mean	Std. Dev.
5	Coaching/mentoring improves sales growth in manufacturing firms.	133	53	20	12	8	226	4.29	0.722
6	Management organizes workshops for workers on the use of coaching/mentoring in boosting sales growth.	143	49	25	7	2	226	4.43	0.846

Field Survey (2023)

The table 3 above presents data from responses by the respondents under study. The result also disclosed a good agreement by the respondents on their opinion on the relationship between coaching/mentoring and sales growth in manufacturing enterprises. The results further show that the respondents agreed to the facts that: coaching/mentoring improves sales growth in manufacturing firms with a ( $\bar{x} \pm S.D$  of  $4.29 \pm 0.722$ ; management organizes workshops for workers on the use of coaching/mentoring tools in boosting sales growth (with a  $\bar{x} \pm S.D$  of  $4.43 \pm 0.846$ ).

### Testing of Hypotheses

**H<sub>01</sub>:** There is no significant relationship between instructor-led training and sales growth in manufacturing enterprises.

**Table 5:** Correlation analysis between instructor-led training and sales growth in manufacturing enterprises

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Instructor-led	4.23	0.774	0.751	0.001
Sales growth	3.93	0.721		

SPSS Correlation Analysis Output (2023).

The result on table 5 presents the correlation analysis between instructor-led and sales growth in manufacturing enterprises. The result shows a p-value of 0.001 and correlation coefficient of 0.751. The result shows a p-value less than 0.05 being the level of significance; therefore rejecting the null hypothesis and accepting the alternative hypothesis. Therefore, the correlation coefficient between instructor-led and sales growth in manufacturing enterprises is statistically significant. Therefore, there is a significant relationship between instructor-led and sales growth in manufacturing enterprises.

**H<sub>02</sub>:** There is no significant relationship between e-learning and sales growth in manufacturing enterprises.

SPSS Correlation Analysis Output (2023).

The result on table 5 presents the correlation analysis between e-learning and sales growth in manufacturing enterprises. The result shows a p-value of 0.001 and correlation coefficient of 0.751. The result shows a p-value less than 0.05 being the level of significance; therefore rejecting the null hypothesis and accepting the alternative hypothesis. Therefore, the correlation coefficient between e-learning and sales growth in manufacturing enterprises is statistically significant. Therefore, there is a significant relationship between e-learning and sales growth in manufacturing enterprises.

**H<sub>03</sub>:** Coaching/mentoring does not significantly affect sales growth in manufacturing enterprises.

**Table 7:** Correlation analysis between coaching/mentoring and sales growth in manufacturing enterprises

Item	Mean	Standard Deviation	Correlation Coefficient	P-value
Coaching/mentoring	4.29	0.722	0.793	0.001
Sales growth	4.43	0.846		

SPSS Correlation Analysis Output (2023).

The result on table 7 presents the correlation analysis between coaching/mentoring and sales growth in manufacturing enterprises. The result shows a p-value of 0.001 and correlation coefficient of 0.793. The result shows a p-value less  $\leq$  0.05 level of significance; therefore rejecting the null hypothesis and accepting the alternative which states that there is a



significant relationship between coaching/mentoring and sales growth in manufacturing enterprises.

### Findings

After the data analysis, the study found that:

- iv. Instructor-led training improved sales growth in manufacturing enterprises in South East Nigeria.
- v. E-learning positively and significantly influenced sales growth in manufacturing enterprises in South East Nigeria.
- vi. Coaching/mentoring positively and significantly influenced sales growth in manufacturing enterprises in South East Nigeria.

### Conclusion and Recommendations

#### Conclusion

This study concludes that training climate influenced sales growth of manufacturing enterprises in South East Nigeria. Instructor-led training improved sales growth and e-learning boosted sales growth in manufacturing enterprises. The researcher therefore submits that with coaching/mentoring, organizations will always remain focused, progressive and viable in sales growth.

#### Recommendations

Based on the findings, the researcher made the following recommendations:

- i. Manufacturing firms should always promote the use of instructor-led training so as to always improve sales growth.
- ii. e-learning should always be used to promote sales growth in manufacturing enterprises.
- iii. Manufacturing firms should always preserve the use of coaching/mentoring in enhancing the sales growth of the enterprises.

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**APPENDIX A**  
**TEST FOR RELIABILITY (Cronbach-Alpha)**

```
GET DATA /TYPE=XLSX
/FILE='C:\Users\FLASHPOINT\Desktop\Uzor Ken.xlsx'
/SHEET=name "Workers Response Reliab."
/CELLRANGE=full
/READNAMES=on
/ASSUMEDSTRWIDTH=32768.
EXECUTE.
DATASET NAME DataSet1 WINDOW=FRONT.
RELIABILITY
/VARIABLES=QUESTION1 QUESTION2 QUESTION3 QUESTION4
/SCALE('ALL VARIABLES') ALL
/MODEL=ALPHA
/STATISTICS=ANOVA COCHRAN.
```

**Reliability**

[Staff]

**Scale: ALL VARIABLES**

**Case Processing Summary**

		N	%
Cases	Valid	19	100.0
	Excluded <sup>a</sup>	0	.0
	Total	19	100.0

a. Listwise deletion based on all variables in the procedure.

**Reliability Statistics**

Cronbach's Alpha	N of Items
.87	6

**APPENDIX B**

```
REGRESSION
/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS CI R ANOVA
/CRITERIA=PIN (.05) POUT (.10)
/NOORIGIN
/DEPENDENT QUESTION2
/METHOD=ENTER QUESTION1
```