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# EMPLOYEES' JOB TRAINING AND COMPENSATION AS PREDICTORS OF CORPORATE PERFORMANCE

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## Abstract

*The focus of this study was to evaluate the predictive powers of training, compensations on corporate performance (CP) using Nestlé Nigeria, Plc. Three research questions and a hypothesis were answered and tested. A descriptive research design of survey was used. The population comprised 1084 staff of Nestle Plc. in Ogun State. Seven hundred and fifty (750) staff were then selected as the sample using a purposive sampling technique. Three research instruments were used for data collection: Employees' Job Training Questionnaire (r = .77), Employees' Compensation Questionnaire (r = .81), and Corporate Performance Questionnaire (r = .76). Pearson Product Moment Correlation (PPMC) and Multiple Regression Analysis (MRA) were used to answer the three research questions and test the hypothesis at .05 level of significance. Results revealed that there were significant relationships between: on-the-job training and CP (r = 239, p <. 01), off-the-job training and CP (r = .727; p <. 01), employees' compensation and CP (r = .270, p < .01). Model summary from multiple regression showed that the predictors compositely contributed 56.0% (Adj. $R^2$ = .560) to CP and this was significant ($F_{(4, 726)}$ = 230.053, p <. 05), also Multiple R (.750) indicated an overall relationship of the predictors with the explained variable. It is concluded that the management practices (job training, compensation) enhanced the attainment of corporate performance. It is therefore recommended that organisations should do more of the off-the-job training for employees, by ensuring delivery of new knowledge and skills that are applicable to the operations of the organisation, confirming logistics support, and ensuring compliance with the training needs assessment process.*

**Keywords:** Employees' job training, compensation, corporate, performance

## Introduction

Companies are determined to be effectively manage its resources and provide value to the organization towards the accomplishment of corporate performance. It encompasses and provides value to the organization. It encompasses various dimensions, including financial performance, operational performance, economic performance, and environmental and social performance. In evaluating Corporate Performance, the emphasis is on assessing the current behaviour of the organization in respect to its efficiency and effectiveness. To measure overall corporate performance goals are set for each of these perspectives, and specific measures for achieving such goals are determined. Each of these perspectives is critical and must be considered simultaneously to achieve overall efficiency and effectiveness, and to succeed in the long run.

Corporate performance refers to how well an organization is doing in reaching its vision, mission, and goals; based on this, Reddy (2020) opined that corporate performance could be measured through the financial segment of the organization. Financial measures of corporate performance relate to organizational effectiveness and profits. Examples include financial ratios such as return on equity, return on investment, and return on assets. Other common measures of corporate performance include profits and stock price. Financial performance measures are commonly articulated and emphasized within an organization's annual report to shareholders. Another measure was customer measures of corporate performance related to customer attraction, satisfaction, and retention; another one is internal business process measures of corporate performance related to organizational efficiency. According to Ratemo et al. (2021), they reiterated that today organizations are in a competitive market

and to achieve performance, their Management Practices need a lot to do by upbringing and develop their staff regularly. Oboreh and Arukaroba (2021) thought that no organization can enhance its corporate performance without the support of Management Practices development. That is, the survival and growth of any organization worldwide in this crucial time would depend on how human resources management is being practiced within an organization.

Strategic management practices research also aims at understanding the linkage between Management Practices and organizational performance. According to Salman, et al. (2020), the significance of human resources is more crucial in-service firms like the industries. Management Practices (MP) affect both subjective and objective measures of organizational performance like, higher performance by adopting best MP practices (Theriou & Chatzoglou, 2014), enhanced performance by aligning human resource practices with business strategy (Singh & Kassa, 2016). MP practices may significantly influence employee turnover, labour productivity and return on assets. MP explore the thinking of employees and results in quality performance of employees and is equally important for the prevailing the new employees. It enables the new employees to be familiar with their jobs and also increases the job-related knowledge and skills. These are on and off–job training Bafaneli and Setibi (2015) stated that on-the-job training is always organized to inexperienced or newly employed workers within an organisation, which are always ready to learn. This is done through observation of peers or managers performing the work practically. Coaching, mentoring, job rotation and job instructional technique were among sorts of on-the-job training. They further posit that this kind of training is often useful for training newly employed staff as well as upgrading the experienced workers by allowing them to acquire relevant skills, by introducing technology, this can bring about cross-training for employees within a department with the sole aim of promoting new skills.

On-the-job training on the other hand, takes various forms, including apprenticeship and self-directed learning programmes. It is a training method because, compared to the opposite methods, it needs less investment in time or money for materials, trainer's salary, or instructional design. Bocodol (2018) reiterated that the purpose of on-the-job training when it was first used was to change employees' knowledge, attitudes, abilities, and behavioral patterns in relation to completing a specific task or achieving organizational objectives. The author also mentions that on-the-job training is not a replacement concept because it was used during the age of commercial revolution. On-the-job-training plays a big role within the development of organizations, enhancing performance also as increasing productivity, and ultimately putting companies within the best position to face competition and occupy the highest (Tukunimulongo, 2016).

Off-the-Job training is defined as learning which is undertaken outside of the traditional day-to-day working environment and leads toward the achievement of organization goal (Smith, 2019). Off-the-job training methods are conducted in breakaway the work environment, study material is supplied, there is full concentration on learning instead of performing, and there is freedom of expression. Important methods utilized in off-the-job training include lectures and conferences, vestibule training, simulation exercises, sensitivity training, and transactional analysis (Akther et al., 2019). Then, it is good for workers to be trained to accumulate new skills and knowledge likewise to be compensated for employment well-done. However, the payment that an employee receives in exchange for their services to the company is known as compensation. It is a formal procedure that entails giving workers both monetary and non-monetary advantages in order to maintain a healthy work-employee relationship. Bonuses, shares, overtime pay, recognition awards, and sales commissions are examples of compensation (Reddy, 2020). Pay is a crucial component of Management Practices that enhances employee motivation and business performance. In order to improve worker performance, compensation has been an output that employees receive in the form of salary, wages, and similar prizes in exchange for their job (Mohammed & Mohammed, 2022).

Typically, direct compensation comes in the form of income and health benefits. Compensation management personnel are primarily responsible for creating pay scales and wage ranges for various jobs within the company. Employees can be assured that they are receiving fair compensation when they receive direct compensation that is in line with industry standards. The focus

of indirect compensation is on each person's personal reasons for existing. While compensation is important, employees perform best in positions where they align with the goals and values of the organization. These perks may consist of free training for employees, reduced day care costs, opportunities for internal advancement or transfer, public acknowledgment, the ability to influence changes in the workplace, and assistance to others. In addition, the large salary will help to draw in and keep the most straightforward workers. The influence that benefits and pay have on both employee and corporate performance is contingent upon the performance management and compensation practices that are currently in place within the company.

The significant of MP practice is to enhance the success of corporate performance (Kleiman, 2019). Again, since MP practices are as well meant to develop the skill, knowledge, and capability of an employee by adopting the best practices available in industry which in turn enhances the individual performance that may be translated to corporate performance. Corporate performance means integral's annual financial and operational performance measures and specific objectives established by the highest management and approved by the committee. Corporate performance measure and assess how a corporation executes and compare its goals and objectives. Typically, corporate performance was used as a tool to measure department or functional role efficiency, identify which is performing well and which is not, determine on workforce compensation and plan for productivity improvement (Rong et al., 2019).

Corporate performance illustrates how a firm achieves its objectives or shared purpose. This usually covers a composite assessment including organization important parameters, typically financial, market and shareholder performance. Galdeano et al. (2019), reiterated that corporate performance measures only on financial performance, have failed most corporations. CEOs are trying to find a performance measures that provide predictive power and better understanding of every process situation, meanwhile, institutional investors are getting more concerned with the long-term health and overall performance of the businesses during which they need invested.

New products or services are often introduced to the market on a daily basis, but customer preferences and spending behaviour are often easily changed, suffering from fashions, economics, political conditions and much of variables across time (Leseure, 2018). Thanks to this fact, it's difficult to align internal performance with external performance during this dynamic and turbulent market. There is another problem on corporate performance measurement in operations, which has been relying an excessive amount of on accounting-driven to realize financial performance, which is typically short term. Accounting however were developed to standardize for external reporting and control, but it focusses mainly on financial statistics, like sales, profits, cost of sales among others. When this is often slowly accepted as performance measurement for manufacturing and operation, it led to poor decisions making, because this technique measured the incorrect things within the wrong way, and motivated people to try to the incorrect things (Abdullah et al., 2014).). So as to explore into this matter, the present researcher aims to explore corporate performance from various stakeholders' perspective also as different functionality in corporate, follow by suggestion of key performance measures for top management, with the last word aim to know corporate current achievement also as potential future success.

Analysis of corporate performance is especially concerned with the event of a modeling methodology to assist within the diagnosis of past performance. The performance of a corporation is measured by the selection of the management sort of wealth to be held. If the performance of a corporation is sweet there will be little or no disagreement between the management and therefore the shareholders (Ghosh & Subrata, 2016). In evaluating corporate performance, the stress is on assessing the present behaviour of the organization in reference to its efficiency and effectiveness. The overall corporate performance goals are set for every of those perspectives and specific measure for achieving such goals are determined (Adediran & Alade, 2013). Although, there have empirical studies on the influence of employee job training, compensation as predictors of corporate performance. There have been dearth of literature on the literature on the composite contribution of

on-the-job training, off-the-training, and compensation on the corporate performance of Nestle Plc, in Ogun State of Nigeria. This was the gap this study filled.

**Statement of the Problem**

The performance of an organization largely depends on its nature of human capital of its work-force. Employees of an enterprises are the life blood of the company in such a way that everything relating to how to improved knowledge and skills on the job should be cater for by the company. This is expected to increase employees' level of performance which will have multiplier long-run impact of general corporate performance. However, reverse seems to be the case in Nigeria. Any downwards trends in organization performance today, the next steps most organization taken was to reduce the numbers of their workforce, instead to improved their knowledge and skills on the job for better performance. Employees' training and re-training exercises by most organizations have been taken for granted including Nestle Plc. Nestle Plc, Ogun State, Nigeria are not paying high interest on the importance of on-the-job training, off-the-job training, compensation and promotion as indicators of human resources management practices that can influence corporate performance. This negligence on the part of Nestle Plc might be affecting the size of their performance. Therefore, this research examined the effect of Management Practices (MP) such as employee job training, compensation on corporate performance in Nestle Plc, Ogun State, Nigeria.

**Objectives of the Study**

The overall objective of the study was to investigate the influence of employee job training, compensation as predictors of corporate performance in Nestle Plc, Ogun State, Nigeria. Specifically, the study examined the:

1. Relationship between on-the-job training and corporate performance in Nestle Plc, Ogun State.
2. Relationship between off-the-job training and corporate performance in Nestle Plc, Ogun State.
3. Relationship between employees' compensation and corporate performance in Nestle Plc, Ogun State.
4. Composite contribution of on-the-job training, off-the-training, compensation on the corporate performance of Nestle Plc, in Ogun State of Nigeria?

**Research Questions**

The following research questions were answered in this study:

1. What is the relationship between on-the-job training and corporate performance in Nestle Plc, Ogun State?
2. What are the relationships between off-the-job training and corporate performance in Nestle Plc, Ogun State?
3. What are the relationships between employees' compensation and corporate performance in Nestle Plc, Ogun State?

**Research Hypothesis**

The following null hypothesis was tested at .05 significance level:

**$H_0$2**: There is no significant composite contribution of on-the-job training, off-the-training, and employees' compensation on corporate performance in Nestle Plc, in Ogun State of Nigeria.

**Methodology**

The study used a descriptive research design of the correlation type. The population of this study comprised one thousand and eighty- four (1084) staff of Nestlé plc in Ogun State, Nigeria as at May, 2024. This pollution comprises 742 male and 342 female. A total of 750 staff of Nestlé plc in

Ogun State were selected as the sample for the study. This represents 69.20% of the population. Purposive sampling technique was used to select senior staff of the Nestlé Plc. The reason for using purpose sampling technique is to gain a deep understanding of phenomena from a specific perspective or within a specific context. Three instruments were developed and used for the collection of data namely: Employees Job Training Questionnaire (EJTQ), Employees' Compensation Questionnaire (ECQ), and Corporate Performance Questionnaire (CPQ). The questionnaires were divided into two sections A and B except for EJTQ that had three sections A, B and C. Section A focused on demographic characteristics of the respondents while sections B and C contained the item statements. The questionnaire requested responses on a four-point type fashioned after the Rensis Likert scale. Instrument validation is the process of ensuring that a research instrument accurately measures what it is intended to measure and produces reliable results. It's a crucial step in research to guarantee the quality and trustworthiness of data collected using the instrument. Essentially, it's about demonstrating that the instrument is valid (measures the right thing) and reliable (produces consistent results). These instruments being researcher-developed were given to experts to vet for face, content relevance, sentence structure and adequacy of the whole instrument. Reliability of the instrument was done using the Cronbach alpha. The validated instruments were administered on 20 members of staff of PZ Cussons, Lagos State, Nigeria Plc that was parallel to the sampled population. The collected data were analysed and the reliability coefficient were: Employees Job Training Questionnaire (r = .77), (Employees On-the Job Training Questionnaire (r = .71), Employees Off-the Job Training Questionnaire r = .83), Employees' Compensation Questionnaire (r = .81), and Corporate Performance Questionnaire (r = .76). Pearson Product Moment Correlation (PPMC) was used for analyzing research questions and Multiple Regression Analysis was used in testing Hypothesis. Decisions were made at 0.05 level alpha of significance.

**Results**

**Research Question 1:** What is the relationship between on-the-job training and corporate performance of Nestlé Plc, Ogun State?

**Table 1: Relationship between on-the-job training and Corporate Performance of Nestlé Plc, Ogun State**

| Variables | N | Mean | SD | r | df | p-value |
|---|---|---|---|---|---|---|
| Corporate Performance | | 48.5609 | 4.42812 | | | |
| On-the-job training | 731 | 48.9193 | 4.54901 | .239 | 729 | 0.0001 |

Source: Field Survey, 2025

Table 4.1 revealed that there was significant relationship between on-the-job training and Corporate Performance with the r-value of ($r = .239$, $P < .05$). On this premise, the researcher concluded that there was a positive relationship between on-the-job training and Corporate Performance of Nestlé Plc, Ogun State.

**Research Question 2:** What are the relationship between off-the-job training and Corporate Performance of Nestlé Plc, Ogun State?

**Table 2: Relationship between off-the-job training and Corporate Performance of Nestlé Plc, Ogun State**

| Variables | N | Mean | SD | r | df | p-value |
|---|---|---|---|---|---|---|
| Corporate Performance | | 48.5609 | 5.02718 | | | |
| Off-the-job training | 731 | 48.7197 | 4.37290 | .727 | 729 | 0.0001 |

Source: Field Survey, 2025

Table 2 revealed that there was significant relationship between off-the-job training and corporate performance with the r-value of ($r = .727$, $P < .05$). On this premise, the researcher concluded that there

was a positive relationship between off-the-job training and Corporate Performance in Nestlé Plc, Ogun State.

**Research Question 3:** What are the significant relationship between employees' compensation (fringe benefits) and Corporate Performance of Nestlé Plc, Ogun State, Nigeria.

**Table 3: Relationship between employees' compensation (fringe benefits) and Corporate Performance of Nestlé Plc, Ogun State, Nigeria**

| Variables | N | Mean | SD | r | df | p-value |
|---|---|---|---|---|---|---|
| Corporate performance | | 34.9124 | 3.80274 | | | |
| Employees' compensation | 731 | 47.6306 | 4.94023 | .270 | 729 | 0.0001 |

Source: Field Survey, 2025

Table 3 observed that there was significant relationship between the independent variable (employees 'compensation) and the dependent variable (Corporate Performance) in the order of ($r = .270$, $P < .05$). On this premise, the researcher concluded that there was a positive relationship between employees' compensation (fringe benefits) and Corporate Performance of Nestlé Plc, Ogun State, Nigeria.

**$H_{01}$**: There is no composite contribution of the independent variables (on-the-job training, off-the-training, compensation and promotion) to the dependent variable (Corporate Performance) in Nestlé Plc, in Ogun State of Nigeria

**Table 4: Composite contribution of the independent variables (on-the-job training, off-the-training, and compensation) to the dependent variable (Corporate Performance) of Nestlé Plc, in Ogun State of Nigeria**

R = .750
$R^2$= .562
Adj $R^2$ =. 560

Std. Error = .94811
ANOVA

| Source of Variation | SS | Df | MS | F-ratio | P |
|---|---|---|---|---|---|
| Regression | 827.198 | 4 | 206.800 | 230.053 | .000[b] |
| Residual | 644.526 | 726 | .899 | | |
| Total | 1471.724 | 730 | | | |

Dependent Variable: Corporate Performance

Table 4 demonstrated that the independent factors (compensation, off-the-job training, and on-the-job training) had a composite effect on the dependent variable (corporate performance); $R = 0.750$, $P < .05$. The linear combination of the independent variables explained (56.0 % (Adj. $R^2 = 0.560$), or around 56% of the variance in Corporate Performance, according to the Table. Regression analysis's ANOVA results showed that the independent factors had a substantial impact on the dependent variables ($F_{(4, 726)} = 230.053$, $P < .05$).

**Discussion**

The findings of the study revealed that there was a positive relationship between on-the-job training and corporate performance in Nestle Plc, Ogun State. These findings corroborate with Tukunimulongo (2016) who identify the level of on-the-job training directly related with the performance level of organization. There was a significant direct relationship between on-the-job-training maintained by the firm and employee task requirements.

The findings also indicated that there was a positive relationship between off-the-job training and corporate performance in Nestle Plc, Ogun State. These findings corroborate with Ethelmary et al. (2016) identify that off-the-job training are predictors for high job performance of employee and general organization performance.

The findings of the study indicated that employee compensation in Nestle Plc, Ogun State, Nigeria was provided at high level for greater employee job productivity. These findings correlate with Okoye (2022) discovered that raising salaries significantly affects how well a business performs. The performance of an organization is significantly impacted by promotions. Organizational performance benefits greatly from recognition. Onuorah et al. (2019) discovered that in Nigerian organizations, pay management significantly affects employee performance. Muiruri et al. (2019), identified the level and effects of employee compensation on organizational performance and concluded that compensation and organization performance are positively related. The study concluded employee compensation impacts organization performance which means more than helping employees' compensation, regardless of the requirements of the organization, and that effective compensation management enhances employee commitment.

The findings of the study indicated that on-and off-the-job training influence or impact corporate performance in Nestle Plc, Ogun State, Nigeria. These findings correlate with Ohanyere et al. (2021) who found that In Anambra State, training has had a major positive impact on manufacturing firms' performance. Similarly, Abdiwali and Musa (2019) found a statistically significant positive correlation between job rotation and employee performance in petroleum companies, as well as a statistically significant positive correlation between coaching and employee performance in petroleum companies and employee performance in induction in petroleum companies in Uganda. According to Al-Mzary et al. (2015), there are a number of factors that influence which employees are selected for training, and training programs are somewhat related to the employees' training needs. The findings also showed a connection between workers' job performance and efficient training.

The findings of the study indicated that employee compensation directly influence corporate performance in Nestle Plc, Ogun State, Nigeria; these findings were support to Ratemo, et al. (2021) found that job promotion practices have significant effect on employee performance in Kenya. Ferine and Nanda (2019) found that disciplinary and collaborative variables significantly affected performance, and the competency variables indirectly mediated the influence of discipline and collaboration on employee performance Ratemo et al. (2021) found that job promotion practices have significant effect on employee performance in Kenya. that, there is need to improve the promotion criteria and the benefits that employees receive on promotion.

There was composite contribution of the on-the-job training, compensation off-the-training on the dependent variable (corporate performance). These findings corroborate with Nmadu, et al. (2018) who revealed that increase in off-the-job training and development correspondingly increases 72.6% in employee's performance. Enyioko and Ikoro (2017) revealed that the extent to which unsystematic approach of employee training affected organizational productivity was high. Edeh and Nwaji (2017) discovered a substantial beneficial link between staff training and organizational performance. **Conclusion**

The contemporary situation in Nigeria economy required organizations to ensure cordial relationship with their employees. It has been stated that employees are the lifeblood of organizational productivity and performance. Everything organization must do to ensure greater and sustainable employees' performance and this might easy take place through the effectiveness of Human Resources Management (MP). It is the functions of MP in an organization to organize timely training, promotion, required compensation among others for employees. This study has successfully examined influence of Management Practices on corporate performance in Nestle Plc, Ogun State, Nigeria and the following conclusions were drawn based on the findings that if all things being equal, on-the-job training, off-the-training, compensation and promotion can enhance the attainment of corporate performance and that about 56% of the variance in corporate performance could be accounted for by the linear combination of the on-the-job training, off-the-training, compensation and promotion.

**Recommendations**

1. The company should provide trainings (off-the-job and on-the-job) for their employees in order to master their respective field of work and performance improvement. The management needs to enhance the employees' participation in conducting active communication between the employees and their superiors so as to create a good and conducive work environment.
2. Performance improving in connection with compensation, the organization continues to maintain and pay attention to the level of staff' training need for core needs and self-development in order to be able to improve corporate performance. One of them is using a merit-pay based system where it uses a compensation system based on work performance or performance.

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