

**HUMAN RESOURCE DEVELOPMENT AND SUSTAINABLE
WORKPLACE IN THE ORGANIZED PRIVATE SECTOR: A STUDY
OF TONIMAS NIGERIA LIMITED, ABA, ABIA STATE, 2020-2025**

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ABSTRACT: This study examined the impact of human resource development on a sustainable workplace in the organized private sector, using Tonimas Nigeria Limited, Aba, Abia State as a focal point. The study sought to determine the impacts of employees' training and development, well-being, and performance management practices on a sustainable workplace in the company. A survey research design was adopted. Using the "Taro Yamane formula," 92 respondents were randomly selected as the sample size out of 119 staff of Tonimas Nigeria Limited, Aba. A simple random sampling procedure was used: every member had an equal chance of being selected by lottery. An instrument titled Human Resource Development and Sustainable Workplace Questionnaire (HRDSWQ) structured in a Four-point Likert format, with a reliability coefficient of 0.80 obtained using Cronbach's Alpha, was administered for data collection. The data collected were analyzed using percentages, mean, and the hypotheses were tested with Chi-square (χ^2). The study is anchored in Resource-Based View Theory. It was revealed that employees' training and development, well-being, and performance management practices could enhance a sustainable workplace in the company. It was recommended that the personnel officers should prioritize human resource development indicators such as employees' training and development, employees' engagement and well-being, as well as employees' performance management strategies, which are capable of creating an attractive and sustainable workplace practice for organic productivity in Tonimas Nigeria Limited, Aba, Abia State.

Keywords: Human Resource Development, Sustainable Workplace, Training and Development, Well-being, Performance Management Practice, Organized Private Sector

INTRODUCTION

The human resource development and sustainable workplace include merit-based recruitment and consistent employee training. It is essential for organizational success, enhances employee skills, motivates workforce and boosts productivity. By investing in training, mentoring, and career development, human resource development aligns employee growth with organizational goals, leading to improved performance, higher retention rates, and better adaptation to future challenges (Igweobi, 2021). It also enhances employee capabilities directly by increasing productivity and

efficiency, providing opportunities for skill development and career advancement. Human Resource Development (HRD) develops a skilled, motivated and adaptable workforce, as well as invest in employee development, which increases engagement and loyalty, helping to retain top talent. Organizations use various methods to achieve HRD goals, including mentoring programmes, leadership training, workshops, and performance coaching. Human Resource Management (HRM) covers the entire spectrum of managing employees (hiring, payroll and compliance), while HRD specifically targets the learning and growth aspect, ensuring that staff have the skills needed for future challenges. The four core functions of HRD are training and development, organizational development, career development, and performance management practices. The main indicators of HRD and sustainable workplace practices include merit-based recruitment, consistent employee training, high job satisfaction, low turnover rates, robust diversity and inclusion initiatives. Sustainable practices are further identified by green HRM (e.g., eco-friendly training), employee well-being, flexible working arrangements and environmental awareness (Schofield, 2022).

Sustainable workplace practices deliver significant advantages, cutting across reduced operational costs through energy efficiency, enhanced brand reputation among consumers and stakeholders, higher employee engagement, morale and retention (Obi-Anike & Ekwe, 2024). These initiatives also foster innovation, promote better health, and ensure compliance with environmental regulations. The strategic advantages of sustainable workplace practices include cost savings and efficiency. Its practice reduces waste, utilizes LED lighting, and improves energy management, lowers utility bills and waste disposal fee. It enhances reputation and brand image by demonstrating a commitment to sustainability. Sustainable workplace practice improves a company's image, attracts eco-conscious customers and strengthens brand reputation. A maintainable workplace improves employees' engagement and satisfaction; with this, employees often feel more motivated and proud to work for an organization that shares their values. This concern lowers staff turnover, improves productivity, and enhances better health and well-being. In most cases, sustainable offices, which often feature better lighting, air quality and non-toxic materials, create a healthier and more comfortable environment that reduces absenteeism (Agulanna & Awujo, 2021).

Adopting sustainable practice encourages creative problem-solving and resourcefulness among staff, leading to more efficient process which increases innovation. Sustainable workplace exercise ensures that there is regulatory compliance and risk mitigation, with proactive sustainability efforts helping organizations to stay ahead of environmental regulations and avoid fines, ensuring long-term operational sustainability (Peretomode, 2021). However, the obstacles of sustainable workplace in every organization include regulatory hurdles, technological limitations, lack of expertise, and the difficulty of measuring impact, often forcing organizations to choose between immediate profitability and sustainability. Hence, there is need to examine the impact of human resource development on sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

Statement of the Problem

Recently, human resource development faces significant challenges in fostering employee growth while navigating rapid technological shifts, skill gaps, and evolving workplace dynamics in Tonimas Nigeria Limited, Aba, Abia State. The major obstacles include, but are not limited to budget limitations for training, high employee turnover, the need for continuous upskilling, and

managing remote work. Effective HRD requires overcoming resistance to change and aligning talent development with strategic organizational goals. According to Burumchi and Umeh (2025), the challenges in human resource development are technological advancement and filling of the skill gaps in organizations, for example they observed that, rapid technological changes in AI, which make existing employees' skills obsolete require constant retraining.

Regrettably, a look at Tonimas Nigeria Limited, Aba, Abia State shows that there is limited financial resources for training and development programmes, which frequently restrict HR's ability to implement comprehensive development initiatives. As observed by Effiom (2021), employees of private organizations in Nigeria, Tonimas Nigeria Limited, Aba inclusive, have high turnover rates, low morale, and a lack of engagement, hindering long-term development efforts, making it hard to develop a stable, skilled workforce in the organization. In this situation, implementing new technologies or organizational structures often meet resistance from staff, requiring strong change management strategies. Again, studies conducted by Cole (2023) and Chukwuma (2024) confirmed that managing employee performance, fostering culture, and providing training in a limited financial resources work environment is practically difficult in any organization. So far, none of the researchers has addressed the difficulties associated with organizations leveraging employees' training and development, well-being, and performance management practices to improve sustainable workplace in Tonimas Nigeria Limited, Aba. In this circumstance, implementing sustainable business practices to ensure ethical and environmental standards throughout is difficult, as tracking and controlling vendor practice is challenging in the company. Therefore, this study has filled the gap by examining the impact of human resource development practice on sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

Objectives of the Study

The broad objective of this study is to examine the impact of human resource development on sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State. The specific objectives of the study are:

1. To find out the impact of employees' training and development practice on sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.
2. To examine the influence of employees' well-being on sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.
3. To ascertain if performance management practice can affect sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

Research Questions

Based on the objectives of the study, the following research questions are posed:

1. What are the impacts of employees' training and development practices on sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State?
2. How can employees' well-being influence the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State?

3. How can employees' performance management practice affect sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State?

Research Hypotheses

The following hypotheses are formulated to guide the conduct of the study:

Ho1: Employees' training and development practices cannot affect the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

Ho2: Employees' well-being cannot influence the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

Ho3: Employees' performance management practice cannot affect sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

Conceptual Review

Concept of Human Resource Development

Human Resource Development (HRD) is a framework within organizations designed to enhance employee skills, knowledge, career development and capabilities through training, as well as organizational performance or growth. As a crucial component, it focuses on long-term employee development to boost productivity and organizational success, rather than just daily administration. Uwaebuka (2022) states that the main components of HRD are often categorized into strategic functional areas that foster training and development, as tailored programmes on-the-job training, e-learning, and coaching to enhance specific job skills. He argues that organizational development strategies focus on improving organizational effectiveness, culture, and change management. On a divergent view, Bates & Holten (2024) assert that career development like planning initiatives helps employees to map their career paths within the organization. For them, performance management involves designing how to improve employee performance, including appraisals and feedback within and outside organizations.

Suka (2023) appears to be on the same page with Uwaebuka (2022), when he observes that significant aspects of the HRD include continuous training and development, which ensure that employees can perform tasks more efficiently, directly boosting organizational output and profitability. He points out that by offering development opportunities, it shows employees that they are valued, which increases job satisfaction, fosters loyalty, and reduce turnover rates. In the view of Griffin (2023), HRD helps employees to gain new skills, knowledge, and abilities, preparing them for current roles and future leadership positions. He posits that a well-developed workforce is more capable of adapting to change, fostering innovation, and driving the organization towards its strategic objectives, noting that it promotes a positive work environment, strengthening teamwork and relationships between employees and management. Ultimately, HRD serves as a crucial investment, turning employees into more capable and stronger assets, ensuring long-term sustainability (Ezeani, 2021).

Concept of Sustainable Workplace

In the view of Henry (2021), a sustainable workplace is an organizational environment that minimizes environmental impacts, supports employee well-being, and ensures long-term viability by balancing the "triple bottom line" of planet, people, and profit. Contrarily, Cole (2023) holds that it embeds sustainability into its culture, going beyond recycling to incorporate energy efficiency, ethical practices, and employee health. He further hypothesizes that the vital components of a sustainable workplace cut across environmental impact reduction, which reduce waste through recycling/composting, using sustainable materials. Employee well-being and culture fosters a healthy, safe, and supportive environment that promotes work-life balance, mental health, and physical safety, ensuring employees can thrive throughout their careers. A sustainable workplace improves employee satisfaction, reduces operational costs, enhances brand reputation, and ensures compliance with environmental regulations (Obi-Anike & Ekwe, 2024). Sustainable workplace practices are important because they reduce operational costs through energy efficiency, enhance brand reputation among consumers, and increase employee morale.

Akhakpe (2023) observes that sustainable workplace initiatives also foster innovation, promote better health, and ensure compliance with environmental regulations. Contributing to this, Ezekwesiri (2025) highlights the fundamental advantages of sustainable workplace practices in organizations, to include (i) cost savings and efficiency, utilizing LED lighting, and improving energy management, which lowers utility bills and waste disposal fees (ii) brand reputation and image, demonstrating a commitment to sustainability to improve a company's image, attracting eco-conscious customers (iii) employee engagement and satisfaction; employees often feel more motivated and proud to work for a company that shares their values, improving productivity and lowering staff turnover (iv) better health, well-being and sustainable offices with better lighting, air quality, and non-toxic materials, create a healthier, more comfortable environment that reduces absenteeism (v) adopting sustainable practices that encourage creative problem-solving and resourcefulness among staff, leading to more efficient processes and innovation, and (vi) regulatory compliance and risk mitigation for proactive sustainability efforts help companies stay ahead of environmental regulations, ensuring long-term operational sustainability.

Employees' Training/Development and Sustainable Workplace in Organization

Employees' training and development involves improving the effectiveness of workers and their teams in organizations. Training may be viewed as related to immediate changes in effectiveness through organized instruction, while development is related to progress toward longer-term organizational or employee goals (Agulanna & Awujo, 2021). While training and development technically have differing definitions, the terms are often used interchangeably. Essentially, that is why Bates and Holten (2024) posit that the main indicators of human resource development and sustainable workforce practices include merit-based recruitment, consistent employee training, high job satisfaction, low turnover rates, and robust diversity and inclusion initiatives, which are infrequently obtainable in most manufacturing companies in Africa. Sustainable practices are further identified by green HRM (e.g., eco-friendly training), employee well-being, flexible working arrangements, and environmental awareness. Writing on the same subject matter, Ezekwesiri (2025) reminds us that the core indicators of human resource development cut across

development which has to do with high investment in skill development, upskilling, and reskilling programmes. On a different view, Uwaebuka (2022) argues that recruitment and talent management uses merit-based hiring, effective onboarding, and strong succession planning, while performance management adopts transparent evaluation, fair performance reviews, and accountability mechanisms. For him, employee engagement and motivation sets high levels of employee commitment, satisfaction, and motivation; and organizational culture - promoting continuous learning, employee participation, and empowerment.

Assessing the key indicators of sustainable workplace practices in an organization, Ekechi (2022) notices that Green HRM (GHRM) is a leading factor incorporating environmental goals into hiring, training, and performance appraisals. For him, employee well-being and health, as an indicator, focuses on work-life balance, health programmes, and safe and secure working conditions. Kwesi (2023), on his part, sees Diversity, Equity, and Inclusion (DEI) as the indicator of sustainable workplace practices, because it ensures active management of diversity in skills, expertise and background. In an opposing assessment, Garba (2023) remarks that measurable metrics for evaluation of sustainable workplace practices in an organization comprise rate of absenteeism and turnover, healthy work environment; training hours per employee, quantitative measure of development efforts; diversity ratios showing percentage of represented groups in management; and green reward systems - demonstrating incentives for employees' contribution to environmental goals.

Employees' Well-Being and Sustainable Workplace in Organization

Employee well-being is crucial for organizational success, driving higher productivity, increasing employee engagement, and reducing turnover rates. By fostering a supportive culture that prioritizes physical, mental, and emotional health, organizations reduce absenteeism, boost morale, and improve overall performance. Investing in employee well-being also enhances brand reputation and strengthens team collaboration. That is why Obi-Anike and Ekwe (2024) see employee well-being as the holistic state of an individual's physical, mental, and emotional health at work. For them, it encompasses factors like job satisfaction, stress levels, and work-life balance. They add that employee well-being is increasingly recognized as a crucial component of workplace productivity and employee retention. Arguing further, Armstrong (2025) observes that, many workplace characteristics can affect an employee's well-being, including organization culture, management, work schedules, benefits, perks, and compensation. He notes that another common component of employee well-being is work-life balance, which can be influenced by factors outside the work. Focusing on employee well-being can lead to increased motivation and productivity. Well-being does not stop with employees—it can also have a far-reaching effect on customers. Happy employees bring their attitude to the work environment, which can improve the customer experience (Mbieli, 2023).

Well-being can enhance a brand's reputation, making it more appealing to potential new team members, clients and customers. According to Garba (2023), businesses with strong company values are more likely to attract top talent. Customers are also sensitive to how brands treat employees, with most preferring to do business with organizations they feel have positive, humane core values. Well-being initiatives can improve employee satisfaction and engagement. When

employees are more engaged at work, they are more likely to contribute to a healthy work culture. A culture with communication and respect helps employees feel more valued and promotes better team collaboration. The five pillars of employee well-being that can serve as guidelines for establishing a healthy and supportive workplace include career well-being, social well-being, financial well-being, physical well-being, and emotional well-being (Suka, 2023).

Performance Management Practice and Sustainable Workplace in Organization

Performance management practice is an ongoing process in which managers and employees regularly communicate to assess and review job responsibilities, expectations, performance, and development strategies. The goal is to empower employees to perform at their best and align their efforts with the organization's strategic objectives, creating a positive and fulfilling work environment for everyone. Peretomode (2021) posits that an effective performance management process is strategic and systematic, establishing a continuous conversation between employees, managers, and HR to drive individuals and organizational success. He maintains that it combines verbal and written components, which take place throughout the year, culminating in an annual performance appraisal. Ano (2023) contends that it involves the process of establishing clear expectations, setting individual objectives and goals that align with team and organizational goals, providing ongoing feedback, and evaluating results. Career decisions, promotions, bonuses, and dismissals are linked to the performance management process (Asuke & Aniagolu, 2023).

Performance management aims at developing the skills and competencies employees need to improve performance and success in their job. According to Ezeani (2021), these skills help the organization meet its goals. In this regard, Bates and Holten (2024) aver that the performance management goals include setting performance expectations. They argue that it is important for employees to have clarity on what is expected of them and what they can gain by meeting these expectations, including compensation. Real-time feedback helps employees to understand where they are to learn, correct, and constantly improve their performance at workplace by providing them with a greater sense of accomplishment. This equips the organization with skills to engage meaningfully, using qualified workforce (Schofield, 2022).

Empirical Review

Some studies have been done in related areas of this work. They are summarized thus: Asuke and Aniagolu (2023) evaluated the impact of human resource development on performance of commercial research firms in Delta State. The work used commercial research centers in Delta State. The study used a survey research design, and the data collected through telephone interviews of 65 respondents from the 8 selected research firms in the state were analyzed using percentages, mean and standard deviation. The results of analysis indicated that there was ineffective human resource development to enhance the performance of research firms in Delta State. It was recommended that the personnel officers should improve on the development of their staff to enhance the performance of commercial research firms in the state.

Akhakpe (2023) examined the impact of staff training on sustainable workplace in Guinness Nigeria, Lagos. Survey research design was used and interview system served as the instrument of

data collection. The population of the study consisted of the entire 124 permanent staff of the firm, which also served as sample. The collected data were analyzed using simple percentage and the hypotheses tested using statistical tool of (ANOVA), at 95% level of confidence. The findings revealed that staff training enhances sustainable workplace in the brewing firm. The study recommended that personnel officers should encourage staff training to improve sustainable workplace in the brewing firm.

Chukwuma (2024) focused on human resource development and marketing strategies in plastic-producing firms in Enugu State. A survey through a questionnaire was used. It used a population of 145 staff in two selected plastic firms in the state. The sample size was 98. The data collected were analyzed using simple percentages and the chi-square technique (X^2). It was discovered that human resource officers could achieve effective marketing strategies in plastic-producing firms in Enugu State. The paper therefore recommended that human resource officers prioritize marketing strategies to enhance sales at plastic firms in Enugu State.

Garba (2023) examined human resource development and staff productivity at Golden Guinea Breweries Plc in Umuahia. A total of 101 questionnaires were administered to the respondents through a purposive sampling technique. Pearson's Product-Moment Correlation analysis was used to determine the relationship between development and staff productivity in the brewing firm. Regression was used to determine the influence of development on staff productivity in the brewing firm. The result revealed that human resource training could enhance staff productivity in the brewing firm. It was recommended that human resource officers should improve staff development to enhance the productivity of Golden Guinea Breweries Plc, Umuahia.

Theoretical Framework

The study is situated within the context of the Resource-Based View (RBV) Theory. One of the proponents of the theory is Jay Barney (1991). The theory posits that a firm achieves sustained competitive advantage by acquiring and controlling resources that are valuable, rare, inimitable, and non-substitutable. It shifts focus from external industry positioning to internal, firm-specific assets, capabilities, and knowledge as the primary drivers of superior performance.

In the context of an organized private sector like Tonimas Nigeria Limited, Aba, Abia State, since RBV theory posits that an organization's resources and capabilities are key drivers of its performance, the theory helps to explore how human resource officers or strategic management in the company can leverage employees' training and development, well-being, and performance management practices to improve sustainable workplace. For example, Tonimas can achieve a sustainable workplace not by buying equipment, but by developing, protecting, and aligning its staff. Knowing that training creates the resource, well-being sustains it, and performance management deploys it. All three (3) must be present for HRD to yield sustainability.

Furthermore, the operational application of employees' training and development in Tonimas measures training frequency, training investment per staff, and percentages of staff who received firm-specific and generic training (i.e., RBV predicts more firm-specific HRD = stronger internal capability = better sustainability). The operational application of employees' well-being measures

workplace safety, stress levels, access to health support, leave utilization, and perceived respect at work. (i.e., RBV predicts higher well-being = lower turnover = retention of rare, inimitable knowledge = workplace sustainability). The operational application of employees' performance management measures frequency of feedback, fairness of appraisal, link between performance and rewards/development. (i.e., RBV predicts effective PM = ability to convert trained, healthy employees into sustained performance = competitive advantage). However, such moves should focus on interrogating the effects of these indices, from the external to internal position of the company, considering specific assets, capabilities, and knowledge as the primary drivers of superior performance, and sustainable workplace in the organizational environment of Tonimas Nigeria Limited, Aba, Abia State.

RESEARCH METHOD

The study adopted a survey research design. The study population comprised all staff of Tonimas Nigeria Limited in Aba, Abia State. Using the "Taro Yamane formula," 92 respondents were randomly selected as the sample size out of 119 staff of Tonimas Nigeria Limited, Aba. A simple random sampling procedure was used - every member had an equal chance of being selected using a lottery method. A questionnaire titled Human Resource Development and Sustainable Workplace Questionnaire (HRDSWQ), containing 12 items and structured in a four-point Likert format, was administered for data collection. To ascertain the instrument's validity for the study, the researchers ensured that the questionnaire addressed the study's research questions and was reviewed by experts. The instrument was trial tested and a reliability coefficient of 0.80 was obtained using Cronbach's Alpha, and this was done to ascertain the reliability of the measuring instrument, that is, the consistency of responses of the respondents and to make sure that the measuring instrument measured what it intended to measure. The data were collected and analyzed using frequency counts, percentages and mean. The decision rule for interpretation of the results was that of a mean score of 2.5 and above, which was regarded as agreed/accepted, while a score below 2.5 was disagreed/rejected. The hypotheses were tested using the Chi-square technique (X^2) at a 0.05 level of significance. Where the Calculated Value (CV) of Chi-square (X^2) is greater than the Table Value (TV), the Alternative Hypothesis (H_1) should be accepted and the Null Hypothesis H_0 rejected. However, the reverse is the case.

RESULTS

Data Presentation and Analysis

It should be noted that 92 copies of the questionnaire were distributed, and all were properly filled out and returned.

Research Question 1: What are the impacts of employees' training and development practices on the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State?

Table 1: Mean Response on Employees' Training/Development Practice and Sustainable Workplace.

S/N	ITEMS	SA	A	D	SD	FX	N	MEAN	DECISION
1.	Employee training reduces the organization's employee turnover rate.	47 188	20 60	18 36	7 7	291	92	3.16	Agreed
2.	Employees' training and development improves the effectiveness of staff in the organization.	40 160	23 69	17 34	12 12	275	92	2.99	Agreed
3.	The indicators of human resource development and a sustainable workplace do not include merit-based recruitment and consistent employee training.	8 32	25 75	28 56	31 31	194	92	2.11	Disagreed
4.	Development educates supervisory employees beyond the immediate technical requirements of the job.	37 148	30 90	19 38	6 6	282	92	3.07	Agreed
	Grand Mean							2.83	Agreed

Source: Survey Data, 2025.

Table 1 revealed that the respondents in items 1, 2 and 4, with mean scores above 2.50, agreed on the impacts of employees' training and development practices on the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State, while only the respondents in item 3, with a mean score below 2.50, disagreed. Thus, the grand mean for research question one is 2.83. The implication is that the majority of the respondents believe that employees' training and development practices can impact the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

Research Question 2: How can employees' well-being influence a sustainable workplace at Tonimas Nigeria Limited in Aba, Abia State?

Table 2: Mean Response on Employees' Well-Being and Sustainable Workplace

S/N	ITEMS	SA	A	D	SD	FX	N	MEAN	DECISION
5.	Focusing on employee well-being cannot lead to increased motivation and productivity.	6 24	15 45	32 64	39 39	172	92	1.87	Disagreed
6.	Investing in employee well-being strengthens team collaboration in the organization.	51 204	21 63	15 30	5 5	302	92	3.28	Agreed
7.	Employee well-being increases employee engagement, and lowers turnover rates.	39 156	28 84	16 32	9 9	281	92	3.05	Agreed
8.	Employee well-being is increasingly recognized as a key component of employee retention.	42 168	26 78	14 24	10 10	284	92	3.09	Agreed
	Grand Mean							2.82	Agreed

Source: Survey Data, 2025.

Table 2 showed that the respondents in items 6, 7 and 8, with mean scores above 2.50, agreed on how employees' well-being could influence the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State, while only the respondents in item 5, with a mean score below 2.50, disagreed. Meanwhile, the grand mean for research question 2 is 2.82. This underscores that the majority of respondents believe employees' well-being can influence a sustainable workplace at Tonimas Nigeria Limited in Aba, Abia State.

Research Question 3: How can performance management practice affect sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State?

Table 3: Mean Response on Performance Management Practice and Sustainable Workplace

S/N	ITEMS	SA	A	D	SD	FX	N	MEAN	DECISION
9.	Performance management aims to develop the skills employees need to improve performance in their jobs.	38 154	28 84	15 30	11 11	279	92	3.03	Agreed
10.	Career decisions are not linked to the performance management process.	12 48	18 54	20 40	42 42	184	92	2.00	Disagreed

11.	Performance management goal is setting the output expectations in the organization.	45 180	27 81	16 32	4 4	297	92	3.23	Agreed
12.	Performance management constantly improves employees' competence at work, providing them with a greater sense of accomplishment.	39 156	29 87	19 38	5 5	286	92	3.11	Agreed
	Grand Mean							2.84	Agreed

Source: Survey Data, 2025.

Evidently, Table 3 indicated that the respondents in items 9, 11 and 12, with mean scores above 2.50, agreed on how performance management practice could affect a sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State, while only the respondents in item 10, with a mean score below 2.50, disagreed. Thus, the grand mean for research question 3 is 2.84. This implies that the majority of the respondents believe that performance management practice can affect a sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

Test of Hypotheses

H1: Employees' training and development practice can affect the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

Table 4: To test hypothesis one, data in Table 1 were reproduced and used.

X ² cal. value	Table Value	df	Level of Sig.	Decision
32.9566	7.815	3	0.05	Accepted

Table 4 showed that X² tabulated value of 0.05 level of significance degree of freedom (3) = 7.815, and X² Calculated Value = 32.9566. Since the X² calculated value 32.9566 is greater than the Critical/Table Value 7.815 (i.e., 32.9566 > 7.815), the alternative hypothesis (H1) is accepted and the null hypothesis (H0) is rejected. Hence, the researchers concluded that employees' training and development practices could affect the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

H2: Employees' well-being can influence the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

Table 5: To test hypothesis two, data in table 2 were reproduced and used

X ² cal. value	Table Value	df	Level of Sig.	Decision
54.4892	7.815	3	0.05	Accepted

Table 5 showed that the X² tabulated value at a 0.05 level of significance and degree of freedom (3) = 7.815, and X² Calculated Value = 54.4892. Since the X² calculated value 54.4892 is greater than

the Critical/Table Value 7.815 (i.e., $54.4892 > 7.815$), the alternative hypothesis (H2) is accepted and the null hypothesis (H0) is rejected. Therefore, the researchers concluded that employees' well-being could influence the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

H3: Employees' performance management practice can affect sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

Table 6: To test hypothesis three, data in table 3 were reproduced and used

X ² cal. value	Table Value	df	Level of Sig.	Decision
31.7826	7.815	3	0.05	Accepted

Table 6 showed that the X² tabulated value at a 0.05 level of significance and degrees of freedom (3) was 7.815, and the X² calculated value was 31.7826. Since X² calculated value 31.7826 is greater than the Critical/Table Value 7.815 (i.e., $31.7826 > 7.815$), the alternative hypothesis (H3) is accepted and null hypothesis (H0), rejected. Thus, the researchers concluded that employees' performance management practice can affect sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State.

DISCUSSION OF FINDINGS

Based on the results in Table 1, it can be seen that employees' training and development practices could affect the sustainable workplace at Tonimas Nigeria Limited, Aba, Abia State, which is in line with the alternative hypothesis previously postulated as; $X^2 = 32.9566 > (TV) = 7.815$. Further assessment showed that employees' training and development practices could have positive effects on the sustainable workplace in the company. This finding is in consonance with Bates and Holten (2024), who posited that the main indicators of human resource development and sustainable workplace practices include merit-based recruitment, consistent employee training, high job satisfaction, low turnover rates, and robust diversity and inclusion initiatives, which are infrequently obtainable in most manufacturing companies in Africa. The finding is consistent with Ezekwesiri (2025), who advocated that the core indicators of human resource development cut across development which has to do with high investment in skill development, upskilling, and reskilling programmes. Contrarily, Uwaebuka (2022) argued that recruitment and talent management uses merit-based hiring, effective onboarding, and strong succession planning, while performance management adopts transparent evaluation, fair performance reviews, and accountability mechanisms. For him, employee engagement and motivation sets high levels of employee commitment, satisfaction, and motivation; and organizational culture to promote continuous learning, employee participation, and empowerment. Kwesi (2023) perceived Diversity, Equity, and Inclusion (DEI) as the indicator of sustainable workplace practices, because it ensures active management of diversity in skills, expertise and background. On a divergent view, Garba (2023) insisted that measurable metrics for evaluation of sustainable workplace practices in an organization comprise rate of absenteeism and turnover, healthy work environment; training hours per employee, quantitative measure of development efforts; diversity ratios showing percentage of represented groups in management; and green reward systems - demonstrating incentives for employees' contribution to environmental goals.

The result from Tables 2 revealed that employees' well-being could influence the sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State, which is in tandem with the alternative hypothesis earlier postulated as; $X^2 = 54.4892 > (TV) = 7.815$. Further evaluation indicated that employees' well-being could positively affect the company's sustainable workplace. For example, Obi-Anike and Ekwe (2024) saw employee well-being as the holistic state of an individual's physical, mental, and emotional health at work, noting that it encompasses factors like job satisfaction, stress levels, and work-life balance. They added that employee well-being is increasingly recognized as a crucial component of workplace productivity and employee retention. This finding is in conformity with Armstrong (2025), who observed that many workplace characteristics can affect an employee's well-being, including organizational culture, management, work schedules, benefits, perks, and compensation. He pointed out that another common component of employee well-being is work-life balance, which can be influenced by factors outside of work. Corroborating the result, Mbieli (2023) argued that focusing on employee well-being can increase motivation and productivity within the organization.

The responses from the respondents in Tables 3 showed that employees' performance management practices could affect a sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State, which is in agreement with the alternative hypothesis earlier postulated, as; $X^2 = 31.7826 > (TV) = 7.815$. Further assessment indicated that employees' performance management practices could have positive effects on the sustainable workplace in the firm. This finding agrees with Peretomode (2021), who posited that an effective employees' performance management process is strategic and systematic, establishing a continuous conversation between employees, managers, and HR to drive individual and organizational success. In line with the result, he maintained that it combines verbal and written components, which take place throughout the year, culminating in an annual performance appraisal. On a different perspective, Ezeani (2021) asserted that performance management aims to develop the skills and competencies employees need to improve performance and success in their job, noting that these skills help the organization meet its goals. Corroborating the result, Schofield (2022) stated that performance management activities can constantly improve employees' performance at work, providing them with a greater sense of accomplishment. This equips the organization with skills to engage meaningfully using qualified workforce.

Conclusion

This study has examined the impact of human resource development on sustainable workplace in Tonimas Nigeria Limited, Aba, Abia State. The results of this study have provided empirical evidence that employees' training and development, well-being, and performance management practices could enhance a sustainable workplace in the company. These, combined with fair compensation, can promote a productive, healthy, and environmentally conscious organizational culture. A sustainable workplace and human resource development emphasize on balancing economic, social, and environmental goals to ensure long-term development rather than short-term exploitation of human capital. Fundamentally, the obstacles to human resource development include regulatory hurdles, technological limitations, a lack of expertise, and the difficulty of measuring impact, often forcing companies to choose between immediate profitability and sustainability, as in the case of Tonimas Nigeria Limited, Aba, Abia State.

The study's limitations include: financial constraints, infinitesimal time frame for executing the study, limited materials - resources within the disposal of the researchers were too small compare to the work to be done; and poor attitude of certain respondents. Some of the staff at first did not show positive attitude in accepting and filling the questionnaire. However, the study suggests directions for future researchers cutting across: human resource recruitment and productivity in manufacturing organizations; human resource selection techniques and staff efficiency in firms; and impact of human resource compensation on employees' performance in public sector.

Recommendations

Based on the findings, the following recommendations are made:

1. The personnel officers should prioritize human resource development indicators such as employees' training and development to engender a sustainable workplace environment in Tonimas Nigeria Limited, Aba, Abia State.
2. The personnel officers should adopt effective employee engagement and well-being strategies that are capable of creating attractive and sustainable workplace practices for organic productivity in the company.
3. The personnel officers should embrace employees' performance management strategies, capable of building a sustainable workplace practice in the company.

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