

**Human Resources Management and Production Efficiency in Fast Moving Consumer Goods  
Companies in Lagos Nigeria**

**Olamide Akanbi BABALOLA  
LCU/PG/001561**

**Being a Thesis Presentation to the Department of Management and Accounting,  
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## Certification

This is to certify that Olamide A. Babalola with matriculation number LCU/PG/001561 carried out this research work titled “Human Resources Management and Production Efficiency in Fast Moving Consumer Goods Companies in Lagos Nigeria.” in the Department of Management and Accounting, Faculty of Management and Social Science, Lead City University, Ibadan, Oyo state, for the award of Master Degree (M.Sc) in Production and Operations Management and that this has not been previously submitted.

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**Dr. J. A. Adejuwon**  
Supervisor

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**Date**

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**Dr. T. M. Akimbo**  
Head of Department

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**Date**

## **Dedication**

I wish to dedicate this dissertation to the all-sufficient God, who gave me the grace to commence my study and has also given me the ability to bring it to a good conclusion.

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## Acknowledgement

I cannot express enough appreciation to God for the enablement to follow through with this program. Despite several challenges, I felt encouraged to see it to conclusion.

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## Abstract

Organizations have been seeking ways of solving production inefficiency with approaches based on minimizing costs of production, maximizing output volume and increasing capacity utilization, but all these cannot be achieved without effective contribution of human resources. This study examined human resources management and production efficiency in fast moving consumer goods companies in Lagos Nigeria. The study used primary data acquired from the selected manufacturing goods companies. The population of the study comprises of employees from Nestle Nigeria Plc, Cadbury Nigeria Plc, Nigerian Bottling Company, and 7up Bottling company Limited. A sample size of 400 from all companies under study were selected using Yamane's formula. Purposive sampling was used to select companies of interest and simple random sampling for respondents. Data were gathered using a well-structured questionnaire. A response rate of 73.25% was achieved which proved suitable for a study of this kind. The computer statistical package for social science (SPSS) software version 20.0 was used for the analysis of the data generated for this study based on 95 percent level of confidence. Data showed there is significant effect of training and development of employees on production efficiency in FMCG organizations in Nigeria (Adj  $R^2=0.714$ ;  $p<0.05$ ,  $F=3.022$ ). There is significant effect of employee motivation on production efficiency in FMCG organizations in Nigeria (Adj  $R^2=0.774$ ;  $p<0.05$ ,  $F=3.280$ ). Rewards significantly affect production efficiency in FMCG organizations in Nigeria ( $R^2=0.815$ ;  $p<0.05$ ,  $F=2.904$ ). There is significant effect of health and safety on production efficiency in FMCG organizations in Nigeria ( $R^2=0.519$ ;  $p<0.05$ ,  $F=3.331$ ). The study however recommended that manufacturing organizations should enhance the use of training and development to improve worker's skills in handling production process and attain efficiency. Also, the study also suggested that manufacturing organizations should innovate and cultivate rewards that connect well with workers to improve their contribution production pattern. Manufacturing organizations should also device reward strategy through employer and employee engagements.

**Keywords:** Fast Moving Consumer Goods, Human resource management, Manufacturing companies, Production efficiency, Nigeria

**Word Count:** 309

## Table of Contents

<b>Preliminary page</b>	<b>Page</b>
Title	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	v
Table of Contents	vi
List of Tables	ix
List of Figures	xi
List of Acronyms	xii
<b>Chapter One: Introduction</b>	<b>1</b>
1.1 Background of Study	1
1.2 Statement of the Problem	6
1.3 Aim and Objectives of the Study	7
1.4 Research Questions	8
1.5 Hypotheses	8
1.6 Significance of the Study	9
1.7 Scope of the Study	9
1.8 Limitation of the Study	10
1.9 Operationalization of the Research Variables	10
1.10 Operational Definition of Terms	11
Endnotes	13
<b>Chapter Two: Literature Review</b>	<b>15</b>
2.1 Conceptual Review	15
2.2 Theoretical Framework	48

2.3	Review of Empirical Studies	62
2.4	Conceptual Framework	72
2.5	Summary of Gaps in Literature Reviewed	77
	Endnotes	82
<b>Chapter Three: Methodology</b>		<b>91</b>
3.1	Research Design	91
3.2	Population of the Study	91
3.3	Sample Size	92
3.4	Sampling Technique	93
3.5	Method of Data Collection	93
3.6	Research Instrument	94
3.7	Validity and Reliability of the Research Instrument	94
3.8	Administration of Research Instrument and Method of Data Analysis	95
3.9	Ethical Consideration	95
	Endnotes	96
<b>Chapter Four: Results and Discussion of Findings</b>		<b>97</b>
4.1	Presentation of Demographic Data	97
4.2	Presentation of Research Questions	100
4.3	Presentation of Test of Hypotheses	113
4.4	Discussion of Findings	118
	Endnotes	122
<b>Chapter Five: Conclusion</b>		<b>123</b>
5.1.	Summary of Findings	123

5.2.	Conclusion	124
5.3.	Recommendations	125
5.4.	Contribution to Knowledge	126
5.4.	Suggested Areas for Further Research	126
	<b>Bibliography</b>	128
	<b>Appendix I</b>	137
	<b>Appendix II</b>	138
	<b>Appendix III</b>	142
	<b>Biodata</b>	150
	<b>University Compliance Certificate</b>	152

## List of Tables

Table	Title	Page
3.1	Sample Size Distribution	93
4.1	Gender of Respondents	97
4.2	Age of Respondents	98
4.3	Highest Educational Qualification	98
4.4	Years Working Experience of Respondents in the Manufacturing Organization	99
4.5	Management Level of Respondents	99
4.6	Department of the Respondents in the Manufacturing Organization	100
4.7	I am Opportune to Attend Training and Development that are Relevant to my Job in this Organization	100
4.8	I Consider Adequate Training and Development as Essential get the Task and Assignment Done	101
4.9	I Work Better When am well Trained to Complete Production Tasks	102
4.10	Training and development as a HRM component assist in increasing level of production efficiency in this manufacturing company	102
4.11	I am Self-motivated to be Committed to my Job in this Organization	103
4.12	I Consider Being Adequately Motivated as Essential to get the Task and Assignment Done	103
4.13	I Work Better when am Well Motivated to Complete Production Tasks	104
4.14	Motivation as a HRM Component Assists in Increasing Level of Production Efficiency in this manufacturing company	104
4.15	I am Rewarded Adequately upon Completion of an Assignment in this Organization	105
4.16	I Consider My Salary as an Adequate Reward for the Tasks and	

	Duties I Carry Out	105
4.17	The Rewards Given have a Positive Effect on my Level of Productivity	106
4.18	Rewards as a HRM Component Assists in Increasing Level of Production Efficiency in this Manufacturing Company	107
4.19	I am Well Aware of the Health and Safety Regulations Attached to Tasks and Duties in this Organization	107
4.20	I Consider my Mental and Physical Health as Essential to be Productive in this Organization	108
4.21	There is Adequate Implementation of Health and Safety in this Organization that Protects Employees during Production and Operation	108
4.22	Health and Safety as HRM Components Assists in Increasing Level of Production Efficiency in this Manufacturing Company	109
4.23	This Organization has High Levels of Capacity Utilization in Terms of Efficient use of Raw Materials and Man-Hours in the Production Process.	110
4.24	The Volume of Output has been Increasing Year on Year Indicating Increased Production Efficiency in this Organization	110
4.25	This Organization Has Recorded High Product Quality Year on Year and it is Critical in Determining Production Efficiency	111
4.26	Production Efficiency is Measured in this Organization through Quality and Volume of Output	112
4.27	There is Significant Relationship between HRM and Production Efficiency in this Organization	112

## List of Figures

<b>Figure</b>	<b>Title</b>	<b>Page</b>
2.1	Pictorial Representation of Maslow's Hierarchy of Needs	56
2.2	Effects of Human Resources Management on Production Efficiency	75
3.1	Cronbach's Alpha Table	94

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## List of Acronyms

<b>Abbreviation</b>	<b>Meaning</b>
FMCG	Fast-Moving Consumer Goods
GDP	Gross Domestic Product
HRM	Human Resource Management
OEE	Overall Equipment Effectiveness
OHS	Occupational Health and Safety
PPF	Production Possibility Frontier
RBV	Resource-Based View
TQM	Total Quality Management
VRIN	Valuable Rare Imperfect Imitability and Non-Substitutability



# Chapter One

## Introduction

### 1.1 Background to the Study

A major challenge plaguing manufacturing organizations all over the world and even in Nigeria, is the need to maintain high levels of productivity represented as production efficiency. Manufacturing organizations base their performance on the level of production efficiency which is linked to a myriad of factors<sup>1,2,3</sup>.

Considering Africa's large market and the potential for rising household income, the Fast-Moving Consumer Goods (FMCG) sector on the continent stands to benefit immensely. Given that the sector provides either necessities or accessible luxury goods, the size of the market is not constrained by income dynamics in the same way as many other sectors. Nonetheless, aggregate household consumption expenditure by country does provide a good approximation of the size of the market and assists in identifying the most lucrative FMCG markets on the continent.

Hence, in order for FMCG companies to maximize the revenue potential of the market, ensuring efficient production becomes imperative which necessitates the need for focused research into areas that can foster improved efficiency of production management. This study investigates the influence of Human Resource Management on production efficiency of Fast-Moving Consumer Goods (FMCG) organizations in Lagos Nigeria.

The consumer goods sector is one of the main sectors of the Nigerian manufacturing industry<sup>4</sup>. It is primarily defined as companies that supply low-cost goods which are in constant high demand. Products that are classified under the consumer goods banner include food and beverages, home and personal care, pharmaceuticals.

The manufacturing industry in Nigeria is vital to economic growth and development, making it imperative for organizations and management in the industry to continuously find ways of improving on operations and production management systems<sup>5</sup>. Historically, the growth in manufacturing output has been considered as a key element in the successful transformation of most economies that have seen sustained rises in per capita incomes<sup>6</sup>.

The manufacturing sector provides the greatest opportunity for the transformation of the Nigerian economy, therefore being an antidote for unemployment, a creator of wealth and threshold for sustainable development. However, Nigeria's manufacturing sector contributes relatively low to the national gross domestic product (GDP), when compared to countries like, India, China and Indonesia<sup>5,7</sup>. The above has been linked partly to challenges in the production and operations systems in Nigerian manufacturing organizations, of which effectiveness of human resource management has been considered as most worrisome, with respect to areas of training and development, motivation, remuneration, health and safety<sup>7,8</sup>.

Human resources are without difficulty recognised as the most vital of the resources required for the manufacture of goods and services and they are regarded as critical to enhanced socio-economic development and effectual service delivery<sup>9</sup>. Effective Human Resource Management enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives. Human Resource Management is moving away from traditional personnel administration, and transactional roles, which are increasingly outsourced. Human Resource Management is now expected to add value to the strategic utilization of employees and that employee programs impact the business in measurable ways<sup>10</sup>.

Studies revealed that the cardinal objective of a production and operation management system is to effectively and efficiently bring together set of scarce resources (people, material, money and

machine) in a manner that results in the manufacture of goods and services that are of economic value to the society. The most critical resource in organizations is the human resource, based on the fact that no other organizational resource can be effectively utilised without the involvement of the human resource. It has been argued that no organization can rise above the quality of its human resource<sup>11</sup>. It is, however, unfortunate that most Nigerian manufacturing organizations have been known to neglect the development and management of the human resources<sup>8</sup>.

Effective human resource management can contribute to the productivity of an organization based on series of human resource management practices such as recruitment, selection, placement, employee engagement, learning training and development, rewards, employee health and safety<sup>12,13</sup>. Human resource management is a structured, tactical and comprehensive approach to managing people and workplace culture and environment<sup>8</sup>.

“Human resources” are therefore the work force of an organization used in pursuing predetermined goals and objectives. Human resource management includes activities aimed at providing and coordinating all human elements within an organization, which ensures organizational survival and continuity. Increasingly, human resource management is being recognised for its strategic importance to organizations and jurisdictions and is moving beyond its traditional position as a monitor of compliance.

Human resource managers are interested in guiding people within an organization to achieve the goals and objectives set by the company. All other resources such as money, materials, technology and methods are equally important, but the importance of human resources is paramount as they are the elements that give life and dynamism to the other elements of production. Organizational workers provide the talents, skills, and efforts essential to the successful performance of any organization. There is now substantial evidence that organizations are more successful when people and human

resources are at the center of their management. It is widely recognized in both literature and practice that people are the most important asset for any organization<sup>14</sup>. Effective management of these dynamic people drives organizational success.

Among the many resources in an organization, people are considered one of the most important resources in today's business. For organizations to create and maintain a competitive advantage, they must reassess their corporate mission and realign their strategic objectives to the changing business environment.

Various strategic programs executed by organizations to improve business performance validate the powerful performance management systems used by successful organizations in a rapidly changing global economy.

The importance given to human resource management in modern economic and business realities is greater than that of other organizational resources because these people determine the organization's ability to leverage the other resources within the organization, create competitiveness, and achieve its goals. Fulfilling employee expectations, therefore, enables desired employee behaviour within the organization.

The outcomes organizations seek when managing human resources include Skillful collaboration between employees and managers, team spirit among employees, development of expertise, motivation, commitment, and positive attitude towards work. This study illustrates the influence of human resource management on production efficiency.

In the production process many problems of human resource management are solved using the technical, conceptual and native skills of the managers. However, if the manager's decisions are

based on actual data which are analysed by efficient techniques and tools, a higher success and better results can be achieved.

Previous researches focused more on the relationship between strategic human resource management practices and production management. The argument from previous studies on this is that capital and technology become less effective at maintaining competitive advantage because they can be easily imitated by and from other organizations. Human resources are confirmed to possess a competitive advantage that is difficult for competitors to replicate and replace even within the same organization. Therefore, human resource management can be used by organizations to create and maintain a valuable competitive advantage, which will have a significant impact on the management of production in an organization. For example, organizations that implement innovative recruitment and selection systems are expected to have a more attractive, productive, and engaged workforce than those that do not. However, other views argue that the effectiveness of human resource management practices depends on other drivers such as organizational environment, culture and competitive strategy. Based on this argument, human resource management activities aimed at enhancing employees' knowledge, skills, abilities and motivation will have a greater impact on performance if the organization employs a strategy that requires demand for highly qualified and motivated employees.

Considering the current situation in the world, where innovations are rapidly disruptive and competition is fierce, organizations need to re-evaluate their human resource strategies to adapt to these challenges. Traditionally, the duties of the human resources director were many, including appraising and hiring a number of people. These are the ideas that were imported from the transition from the concept of personnel management to human resource management, but recently some difficulties such as improving productivity, quality of work life, health and safety at the workplace,

job dissatisfaction has changed this regular human resources obligation<sup>15</sup>. Organizations are now focusing on improving their productivity to strengthen the economy and to improve management and employee performance, as the growing partnership between the two is critical to success in the new era.

Therefore, the above challenges have affected the organization's production process, production functions and overall productivity of employees. Some of these difficulties are related to workers' resistance to change, which prevents them from achieving the organizational goals they have set for themselves. Based on foregoing, this study investigates the effect of various human resource management practices towards the efficiency of production management in FMCG organizations in Lagos, Nigeria.

## **1.2 Statement of the Problem**

Many manufacturing organizations in Nigeria have been known to use casual employees in their production and operations management systems, this was considered as a means of cutting cost of production. However, there appears to be a need to have more technical and professional workers handling production management. There has been incident of machine breakdowns, production process short cuts and inability to meet targeted volume of output as a result of the use of less qualified employees.

Organizations are usually faced with problems which often hampers the attainment of set goals. The productivity of any public organization depends largely on the performance of its people (i.e. the management and subordinates) for this success to be achieved, the human resource management in the organization needs to be addressed and managed efficiently.

Production management is highly specialized and requires the right people with the requisite skills to be effective in any organization. This places a significant role on human resource management in ensuring that the people element used for production process are well trained, highly motivated and committed to achieving production management efficiency.

The problem in most FMCG organizations in Nigeria, is that there appears to be a disconnection between the contributions of human resource management for the optimization of production. Issues of lack of technical know-how, incompetency in production capabilities, as well as shortage of talented workers. There is need to improve human resource effectiveness in FMCG organizations for enhanced production efficiency. Organizations like Nestle, Unilever, Cadbury, have been seeking ways of solving production inefficiency with approaches based on minimising costs of production, maximising output volume and increasing capacity utilization, but all these cannot be achieved without effective contribution of human resources, hence this study addresses the production inefficiency problem by linking human resource management with production efficiency. In deciphering this interrelationship, certain elements of human resource management will be reviewed which include training and development, health and safety, employee motivation, and reward.

Several studies have been conducted in the field of human resource management and production management, however, there seems to be limited evidence on the influence of human resource management on production efficiency, therefore, this study attempts to fill a gap in the literature by researching the influence of human resource management on production efficiency in FMCG organizations in Nigeria.

### **1.3 Aim and Objectives of the Study**

The intent of this study is to investigate the influence of human resource management on production efficiency in FMCG organizations in Nigeria. The specific objectives of this study were to:

- i. investigate the effect of training and development of employees on production efficiency in FMCG organizations in Nigeria.
- ii. evaluate the effect of employee motivation on production efficiency in FMCG organizations in Nigeria.
- iii. examine the effect of employee reward system on production efficiency in FMCG organizations in Nigeria.
- iv. investigate the effect of health and safety on production efficiency in manufacturing organizations in Nigeria.

#### **1.4 Research Questions**

This research intends to provide answers to the following questions:

- i. To what extent does training and development of employees affect the production efficiency in FMCG organizations in Nigeria?
- ii. What is the effect of employee motivation on production efficiency in FMCG organizations in Nigeria?
- iii. How does employee reward system affect production efficiency in FMCG organizations in Nigeria?
- iv. What is the effect of health and safety on production efficiency in FMCG organizations in Nigeria?

#### **1.5 Hypotheses**

The following null hypothesis coined from the research questions were considered for the research:

- i. H<sub>01</sub>: There is no significant effect of training and development of employees on production efficiency in FMCG organizations in Nigeria.
- ii. H<sub>02</sub>: There is no significant effect of employee motivation on production efficiency in FMCG organizations in Nigeria.
- iii. H<sub>03</sub>: Employee reward system does not significantly affect production efficiency in FMCG organizations in Nigeria.
- iv. H<sub>04</sub>: There is no significant effect of health and safety on production efficiency in FMCG organizations in Nigeria.

### **1.6 Significance of the Study**

This research will make sense in a number of ways by providing insight into human resource management and production management for academics and real business and career scenarios. The research will contribute to existing academic and theoretical knowledge on human resource management in relation to training and development, motivation, reward and health and safety.

Specifically, the findings of the study would provide direction on effective utilization of human resources in FMCG organization for enhancing productivity and organizational performance and in order to stay ahead of competition.

### **1.7 Scope of the Study**

This study is based on the examination of the effectiveness of human resource management on production efficiency in the Nigerian FMCG industry, however the scope of the study is limited to the employees and operations of selected FMCG manufacturing companies in Lagos state, which are Nestle Nigeria Plc, Cadbury Nigeria Plc, Nigerian Bottling Company and 7up Bottling Company. These companies were selected due to the researcher's assessment of their customer reach in the

consumer market. Their products can be easily termed as household names in all FMCG categories that they produce.

Hence, considering companies with extensive FMCG market share suggests that their production lines would have significant uptimes with full time staff coverage. This suggests direct correlation between personnel performance and by extension human resource management and production output/efficiency.

### **1.8 Limitation of the Study**

The study was limited to FMCG organizations in Lagos, Nigeria with respect to the relationship between HRM and production efficiency. Also, there are few scholarly research done that have direct practical and local application with respect to effectiveness of human resource management and production efficiency in Nigeria. The researcher surmounted the above limitations by ensuring adequate timing and planning was given to carrying out the research, also making the research instrument simple and concise enough for customers to easily fill, assuring them of confidentiality and anonymity and stating that the study was mainly for academic purposes.

### **1.9 Operationalization of the Research Variables**

The study is based on two major components, namely, Human Resources Management and Production Efficiency, that is:  $Y = f(X)$ , where  $Y =$  Production Efficiency (dependent variable) and  $X =$  Human Resources Management (independent variable).

Hence, Production Efficiency as dependent variable is operationalized with the following sub variables;

$$Y = y_1, y_2, y_3$$

Where,

$y_1$  = Capacity Utilization

$y_2$  = Output Volume

$y_3$  = Product Quality

Similarly, determinants of Human Resources Management (independent variables) were measured with the following indicators;

$X = x_1, x_2, x_3, x_4$

$x_1$  = Training and Development

$x_2$  = Motivation

$x_3$  = Reward

$x_4$  = Health and Safety

### 1.10 Operational Definition of Terms

**Employee:** A person or individual employed for wages or salary at any level of an organization.

**Health and Safety:** It is the process of ensuring the wellbeing of an employee within the context of carrying out roles and responsibilities in an organization.

**Human Resource Management:** This is primarily concerned with the management of people within organizations, focusing on policies and on systems that ensures efficient utilization of human resources.

**Motivation:** It is the process of stimulating people to actions to accomplish the goal

**Organizational Performance:** It includes the actual output or results of an organization measured against the planned outputs (or goals and objectives). The organization's operations cover three

specific areas of business results: (a) financial performance (profit, return on assets, return on investment, etc.); (b) the market performance of the product (sales, market share, etc.); and (c) shareholder returns (total shareholder return, economic value added, etc.)

**Performance:** is a record of the results achieved for a particular job function or actual behavioural attitudes or characteristics of a group of employees within an organization.

**Production Efficiency:** is the measure of the relationship of input as against output of the production process in terms of capacity utilization, volume and quality.

**Reward:** is the compensation for employee work within an organization, it refers to pay attached to roles and responsibilities carried out by an employee.

**Training and Development:** is the process of enhancing employee capabilities through learning new skills and new information.

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## **Chapter Two**

### **Literature Review**

This chapter provides the review of relevant literature with respect to human resource management and production efficiency which are the key variables of this research study. The first section of this chapter discusses the conceptual review. The second section of this chapter discusses the theoretical review while the third section discusses the empirical review of related literature.

#### **2.1 Conceptual Framework**

##### **2.1.1 Concept of Production Efficiency**

Production efficiency is considered as a business and economic term describing the level in which an organization or whole economy can maximize the usefulness of its resources<sup>1</sup>. In other words, production efficiency can be referred to as productive efficiency, and hence this means that a business entity is operating at maximum capacity in terms of volume of production output, reduction in wastage and continuous improvement of quality<sup>2</sup>. In economics production efficiency refers to a level in which an entity has reached maximum capacity. Production efficiency considers various performance measurements such as capacity utilization, production costs, volume of output, quality of output, level of manpower and degree of wastage<sup>3,4</sup>.

For organizational creativity and innovation towards production efficiency, the human resources must play a vital part in the operations and production processes and management. Various human resource management practices impact individual's performance in the organization. Production efficiency performance is therefore of immense importance if an organization is going to be able to achieve, attain and sustain desired operational performance level. Employee performance in line of production efficiency involves quantity and quality of productivity, existence at effort, accommodative and co-

operative nature and timelines of results. Individual's performance is essentially prejudiced by motivation as if workers are satisfied or motivated than they will do work with more effort and by which performance will finally increase.

Production efficiency has been argued to be linked to appropriate production workflow, modernisation of business processes, upgrading of machines, and implementation of preventive maintenance, enacting collaborative culture, training of people and setting realistic expectations<sup>2</sup>.

In a competitive market, manufacturing companies have to produce cost-effective products which can be manufactured at the minimized production cost and higher effectiveness. There are lot of tools and methods for design, analysis and improvement of production and logistical processes. The goal of production efficiency improvement methods is to achieve shorter lead time, higher productivity, higher utilization of resources, lower operational cost etc<sup>5</sup>. There are three identified methods often applied for improvement in production efficiency which are simulation, lean method and layout design. These methods are often applied in more and more companies in many sectors including the automotive, electronics, etc. to increase their competitiveness.

Production efficiency is important to help manufacturing and production companies determine the maximum capacity or output they can achieve with their current assets. It helps them determine if they are being the most efficient with their resources available so they can determine if there are areas for improvement<sup>5</sup>. It also allows companies to use current resources effectively to achieve maximum outcomes. By reducing waste, businesses can produce goods at a lower cost while still maintaining the same level of quality. Improving organizations production efficiency can help you lower production cost and discover the actual amount of resources needed to produce your products<sup>5</sup>.

In production efficiency, the system no longer produces additional goods without interfering with the production of another product. Companies experience this when their production occurs on a production possibility frontier (PPF). It is the production of goods and services at the lowest cost possible, combining the optimal amount of labour and capital. Often, businesses measure their production efficiency to determine their overall equipment effectiveness (OEE) to determine how much production time is productive. The ideal OEE scores are 85% - 95%, meaning that the company has a perfect production time that produces products quickly<sup>6</sup>.

On the other hand, production is the creation of utility; all goods and services produced must possess utility, which means that they must be capable of satisfying certain human wants. Production is the creation of tangible goods such as clock, biscuits, tables, TV Sets, toiletries and books as well as services rendered by professionals such as doctors, lawyers, hair dressers, soldiers, teachers etc. it should be noted that production is said to be complete when goods and services produced gets to the final consumers. The production process involves three major groups; producers, distributors and consumers.

There are critical actions that can be taken, to improve operational and production efficiency with better processes, increased factory capability with new technology and standards, as well as improving manufacturing productivity through personnel and equipment upgrade<sup>7</sup>. Organizations seek their workers to be more productive through the usage of information and new training methods for production efficiency<sup>8</sup>.

### **2.1.2 Concept of Capacity Utilization**

Capacity utilization is an important metric used by manufacturers to determine how businesses and organizations use available resources to produce the required results<sup>9</sup>. When Capacity Utilization is

calculated, it can determine a company's production efficiency. It is mostly used to determine the full production potential of a company. National economists can use the results of capacity utilization to adjust fiscal or monetary policies.

Most organizations and economies strive for 85% to 100% capacity utilization<sup>10</sup>. Capacity utilization also represents the strength a company has when it has to do with manufacturing products. This is a key metric that measures the ratio of potential output to actual realized output. In addition, there are percentages that provide insight into a company's operational efficiency and are subject to change based on consumer and market needs.

The capacity utilization formula gives the capacity utilization rate:

$$\text{Capacity utilization} = (\text{actual output level} / \text{potential output}) \times 100$$

In the above formula, the actual level of production represents the number of units of output produced by a business or an economy during a particular period. Potential output represents the maximum capacity a business can operate using all its resources without incurring additional operational costs.

Understanding capacity utilization ratios is vital for businesses and economies as a whole, as it helps lay the groundwork for planning how to use resources to produce the highest quality goods. In addition, capacity utilization ratios also provide insight into how businesses and economies are maximizing revenue and profits while meeting growing demand for products. In addition, capacity utilization planning requires knowledge of market needs and its impact on current operational capabilities and processes. It also plays a major role in checking the economic performance of manufacturing firms. It is a very important factor that should be considered when an increase in productivity and expansion of firm's production becomes necessary. Also, the need to consider

capacity utilization is vital in many developing countries especially in Nigeria where capital is very scarce and most times not properly utilised<sup>11</sup>.

It is also important to note that capacity utilization ratios provide valuable information about the efficiency of a company's operational processes. For example, a capacity utilization rate below 85% may indicate a need to improve production methods, personnel, or another aspect of business applications. Conversely, if a well-run business exceeds its capacity, it risks running out of resources too quickly<sup>9</sup>.

Capacity utilization ratio is an important metric for a company or a national economy. It indicates the slackening of the organization at a certain point in time. A business with less than 100% utilization efficiency can increase production without incurring the additional expensive costs associated with purchasing new equipment or assets. The concept of capacity utilization is best applied to the production of physical goods, such as consumer products (FMCG), that are easier to quantify.

When Capacity Utilization is low, it is important to make decisions to determine the products that will be increased during production, the surplus resources that will be used in production and how the output meets market and customer demands. In addition, small increases in production outputs are required as demand increases and operational costs are monitored to ensure proper financial coverage at all times. Next, plan production schedules and define deadlines to meet critical production quotas. And finally, share the capacity rate with other owners with the same production, revenue and profit goals to increase capacity and resource utilization<sup>9</sup>.

Low-capacity utilization is a concern for monetary and fiscal policymakers<sup>10</sup>. Low-capacity utilization resulting from a level of products below the equilibrium level in normal market

conditions or when capacity is excessive compared to the voluntary capacity desired by the market results in insufficient profits unable to completely cover fixed costs (capacity installed) and the return on capital is below the long-term costs. The organizations could still get positive profits (due to market power); however, profits would be higher if they could reduce excess capacity.

For a business to increase capacity utilization to thrive, it must decide not to increase capacity because most businesses are responding to the current economic cycle. If demand for their product is low, they will reduce production. Their capacity utilization rate will decrease accordingly. But in times of high demand, capacity utilization ratios tell them how much they can increase output without incurring additional unit costs. Ideally, 100% is the absolute point of an organization's capacity utilization rate. However, a company wouldn't want to keep production at 100% for long. It wants to increase production capacity to increase income. This in turn will affect its perfect utilization rate score, but it will improve the company's prospects in the long run. If the capacity utilization is high, the investment will increase. This further demonstrates that the organization is producing as much as possible based on the resources provided. Capacity utilization is especially important for manufacturing companies. Most of their costs can be found on the assembly line. However, there are other costs such as storage and shipping. All of these costs are taken into account to determine the manufacturer's utilization rate<sup>12</sup>.

#### **2.1.2.1 Determinants of Capacity Utilization**

There are several factors that determine the capacity utilization levels in any economy. However, the most inevitable factors that determine capacity utilization are as follows;

First, real interest rates can influence production levels. High interest rates discourage firms from sourcing capital from financial institutions, thereby limiting funding for production activities and

resulting in lower capacity utilization, while lower interest rates encourage credit and loans for business owners.

Secondly, the exchange rate has an effect on production activities in the economy. An appreciating exchange rate tends to make imports cheaper, thereby feeding the input demands of the industrial sector, increasing production and capacity utilization levels, but exports may become less competitive in the global market. A depreciating exchange rate makes exports internationally competitive and increases capacity utilization in the economy, if it is self-sufficient in manufacturing inputs and export oriented.

Thirdly, market demand is the sum of individual demands for goods and services in the economy. A higher demand for goods may lead to increased output levels, lowering inventories, generating greater economies of scale and subsequently lowering production costs and enhancing full capacity utilization.

Fourthly, the technology adopted for production can affect the capacity utilization levels. Using appropriate equipment for production and taking into account depreciation and maintenance cost will mitigate negative effects on output levels

State of Infrastructure The state of infrastructure in the economy has a direct impact on the ability of firms and households to achieve optimal production, given all other available resources. Erratic power supply, poor transportation networks and general poor state of infrastructure impedes production and results to wastes. Government spending on critical infrastructure like roads, power and water supply creates an enabling environment for progressive economic activities, potentially increasing production levels and reducing cost.

Finally, inflation rate as a determinant of capacity utilization has received controversial views. High price levels increase the cost of labor and inputs resulting in high cost of production. As a result, prices of goods tend to be increasing while demand, production and output level lowers. Also, there is a view point that high capacity utilization results in resource shortages and causes high price inflation. Therefore, the inflation rate should be curtailed by appropriate policies in order to operate and achieve optimum capacity utilization. All these factors determine the level of capacity utilization and can also affect production levels in the economy. Other determinants of capacity utilization include; capital density, demand variability, plant lumpiness and dispersion, level of integration, flexibility for capacity additions, number of firms in the industry and difficulty in forecasting future demands for goods<sup>13</sup>.

### **2.1.3 Concept of Volume of Output**

Output in economics is the quantity of goods or services produced in a given time period, by a firm, industry, or country whether consumed or used for further production<sup>14</sup>. Outputs are also said to be the result of an economic process in which inputs are used to produce goods or services for sale or for use elsewhere.

Production volume measures the total amount of products a company can produce over time. This KPI tracks the total number of products manufactured over a set period of time and focuses on total output. Having production volume in any manufacturing analysis can express a lot about the company's manufacturing process, including how efficient the company is and the times when the company is producing more products or less products.

Volume of output in production can be measured over a period of time and can easily be compared to a specific point in time against a benchmark or even as part of a larger trend. For instance, knowing

that a company has a spike in volume of output during a specific period every year can help that company prepare in advance to avoid down time, machine failures, and resource scarcity. Similarly, it can inform the company, if the factory or production floor is operating as efficiently as it has been in the past.

#### **2.1.4 Concept of Product Quality**

All organizational production components should be coordinated towards meeting consumer's expectation and desires and as such, organization should leave the old pattern of production because if the customers' desires and expectations are not address by critical improvement on all production component of the organization, they may switch to that of the company rivals<sup>15</sup>.

Product quality helps companies build customer loyalty, establish brand recognition, and manage production costs. Most customers buy more products from trusted and reliable companies, and companies can reduce the cost of product returns, defects, and losses. By ensuring product quality, a company can help customers learn about their brand, encourage them to buy products, and increase their revenue from sales. A fall or rise in product quality can either reduce or increase the level of customer satisfaction.

Product quality refers to the extent to which a product meets customer needs, fulfills its purpose, and meets industry standards. When evaluating product quality, companies consider several key factors, including whether the product solves a problem, works effectively, or meets a customer's need. Businesses can also evaluate product quality based on many different angles that show how different customers perceive the product's usefulness. Some points of views that can be considered when evaluating product quality include the customer point of view, the production point of view, the product and value point of view, and the transcendental point of view, the point of view of the value

of the product compared to its cost. With these perspectives, product quality can also be based on the following factors, expected performance and functionality, reliability of the product within a particular time frame, conformance to specifications of the product, the durability and life of the product, the ease of maintenance of the product, the physical characteristics of the product, and the customer's perception of the product<sup>16</sup>.

Moreover, the extent to which products are able to attain to the needs and desires of customers is reported to be product quality and that improvement in product quality automatically lead the satisfaction of customers thereby positively influencing repurchase intentions and higher sales. Repurchase intention is determined by products quality that are capable of meeting the needs and satisfaction of customers<sup>17</sup>.

The quality of the product is very important because the success of the company depends on it and it helps to build the reputation of the company in the customer market. When companies create high-quality products that meet customer needs, it can lead to lower production costs, higher return on investment, and increased revenue. These products do not only include products that are tangible but also those that are intangible, that is including packaging, service characteristics, brand name as well as performance quality.

The Product quality of companies who pay more attention to details of a product and customer demand when manufacturing, are noteworthy to some customers. Companies create products to fill a need in the market, and consumers expect products to meet their needs as the company advertises them. They also want products that will help them establish a connection with a brand so that they know they can rely on the company's offerings. Quality products provide customers with safe, effective ways to solve their problems. Product quality in relation to price can be used as a resource towards increasing satisfaction of both customer and the organizational profitability<sup>18</sup>.

Total quality management (TQM) is an approach to improving the company's competitiveness, international effectiveness and flexibility of a whole organization. It is essentially a way of planning, organizing and understanding each activity. TQM involves placing the customer as the focal point of operations. Organizations today are operating in an environment in which little is certain, the tempo is quicker, and the dynamics are more complex. The customer is central to the organization and assessing customer satisfaction is a vital element in any strategy for business performance improvement. This makes customer satisfaction a driver for survival, competitiveness and growth; hence the need for improvement in product quality. However, export data from 2019–2020 show a considerable amount of variation, thus indirectly contributing to the lack of stability in this activity<sup>19</sup>.

To improve on Customer Satisfaction, the following has been highlighted as the area of importance, namely a product design that differentiates from that of others in terms of Serviceability, Perceived Quality, Durability and Aesthetics. Companies should seek to build products based on the concepts of value innovation in order to create value for the customers by improving on the aspects of the product quality that have been identified by the customers' representatives. This may require research and development for the products that are superior to that of competitors offering that meet the needs of the customers and on the future needs of the market. The need for improvement in Product Quality may require investments in the organization's human resources to address the above concerns of the customers.

When a company wants to develop a product quality strategy, first, they need to decide on the kind of strategy to be used. It is important to conduct investigations to identify factors that may affect the quality of their products so that changes can be made if necessary. Then, areas that need improvement can be determined and the elements that define product quality management can also be identified.

Furthermore, there are certain factors that can influence product quality. This begins with how the product is to be manufactured. When companies design a product concept, production teams determine the types and quantities of resources needed. Some of the factors that can affect product quality include the technology and materials used to make the product, the availability of labor, and the transportation, storage, and distribution of the product. Using these factors when creating a strategy can help any business develop high-quality products that effectively meet customer needs and generate revenue, thus meeting goals and business aspirations<sup>20</sup>.

Product quality management is a method that helps companies identify defects in their products and document customer concerns for future use when producing new products. Product and project managers apply the information they record to minimize problems and make future improvements in product quality. Product quality management encompasses four distinct areas of product quality assessment, including planning, control, quality assurance, and improvement.

A good product quality strategy contributes to success in creating and producing successful products in the market. Organizations can use one or more approaches to establish lasting effects, which can increase the quality of their products. Here are some strategies you can adopt to improve the quality of your products:

### **Six Sigma Methodology**

The method a company uses to create new products and still maintain the effective of the production process within the organization is known as the six-sigma methodology. This methodology is mainly applicable to software development and design processes. However, companies can also apply the methodology to the design of physical products. Six Sigma covers the design, measurement, analysis,

improvement, and control phases of the product development process and provides leaders with an effective structure to follow to minimize product defects. and enhance product quality.

### **Total Quality Management Methodology**

This is another methodology that involves empowering all employees in the organization to commit to high work standards. Total quality management approach includes several key principles including customer focus, leadership, employee engagement, process approach, strategic management approach, innovation Continuity, and the data-centric decision making.

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## **Mutually Beneficial Communications with Suppliers**

This method mainly focuses on meeting customer needs or customer satisfaction. It plays an important role in deciding the quality of any product. This approach offers many potential benefits for businesses, including increased profits and productivity, reduction or elimination of product defects, and lower costs.

## **Theory of Constraints Methodology**

Theory of constraints is a methodology for product quality assurance that emphasizes the importance of solving production problems. It allows production teams to troubleshoot and fix problems during production to make operations more efficient. This theory focuses on constraints, which are part of a system that can impede the full potential of product development. Key limitations include physical or tangible defects, policy constraints, model constraints, and market constraints. The main goal of this approach is to overcome the limitations and improve the production process to reduce the number of defective products<sup>21</sup>.

### **2.1.5 Concept of Human Resource Management**

The human resource of an organization has been described as the most essential organizational resource<sup>22</sup>. The greatest asset of any organization is its human resources that ensure that achievement of the company's goal and objective. It is unfortunate that most business organizations have neglected to develop and manage their main asset, human resources. Human resource management is a function within an organization that focuses on recruiting, managing, and directing the people who work within the organization. It is also a strategic and holistic approach to managing people as well as culture and the workplace environment. Effective human resource management enables employees to contribute effectively and efficiently to the overall direction of the business and to the achievement of

the organization's goals and objectives<sup>23</sup>. Human resource management is an administrative activity associated with planning, recruiting, selecting, orienting, training, evaluating, motivating human resources and is also a function in the organization that is human-oriented. Human resources are the set of individuals that make up an organization's workforce. Human resource management includes activities designed to provide for and coordinate all the human elements in an organization. This will ensure continuity and stable realization.

In essence, the management of the human resources is considered a critical area for business researchers and professionals<sup>24</sup>. Human resource management is also defined as the philosophy, policies, procedures and practices related to the management of people in an organization. It is also considered as the totality of the organization's efforts in using people's skills, talents, and creativity to achieve the company's goals. Efforts to use available human resources are not the responsibility of the managers of a single department. All managers, regardless of department, participate in activities designed to ensure effective use of employees to achieve organizational goals.

Human resources are individuals that make up the work organizations and are involved in carrying out duties, tasks, responsibilities, general goals and priorities, plan job processes, manufacture goods and services, track efficiency, allocate financial resources, and sell products and services<sup>24,25</sup>. Several scholars and researchers have argued that human resources are vital to the success of an organization and represent a core area of competitive advantage. Human resource management is defined as the systematic activities consisting of processes, plans and actions targeted at ensuring efficient and effective utilization of the people in an organization in order to achieve desired organizational goals and objectives<sup>26</sup>.

Understanding the concept of human resource management is based on the basic assumption that people are an organization's most important asset. People move a business and lend it to factors of

production and enterprise-wide dynamism. Therefore, human resource management can be seen as the establishment of policies and practices that will ensure the effective use of people skills to achieve organizational goals.

In today's innovative and ever-changing business environment, staying competitive in the industry is no longer enough. What experienced CEOs aspire to achieve is to establish a competitive advantage over their competitors and continue to publish growing profit numbers year after year. The only variable that will help CEOs achieve this goal is proper training, empowerment, and effective workforce management.

The role of human resources in the long-term viability of any business or nonprofit is enormous and significant. Other resources such as financial, informational or physical are also needed, but human resources alone are virtually limitless in terms of the potential impact on the enterprise. Unfortunately, this overwhelming and pervasive role of human resources in organizations seems to be so compromised that it misplaces its role in achieving organizational goals. It is not surprising that the attention paid to human resource management issues, especially in Nigeria, is less than satisfactory. Organizations today face many challenges in managing their human resources - challenges that range from constant changes in the business environment to shortages of skilled workers, including even unmotivated staff, even facing high unemployment syndrome. It is believed that what sets the most successful organizations apart is the way they manage their people. The ability to achieve and maintain a competitive advantage lies in the workforce.

The better the human resource management is in an organization, the better the level of performance of the human resources and the better the organization's overall performance. Human resource management activities have been found to enhance organizational success, thus suggesting that if

organizations are to grow their business operations and capacity in production activities, they will have to give priority to human resource management and promote HRM practices.

The relationship between the organization and its members is influenced by what motivates them to work and the rewards and fulfilment derived from motivating factors<sup>27</sup>. Organizations and management need to know the best way to attract cooperation from employees and direct their performance towards achieving organizational goals and objectives, hence the importance of human resource management is very evident.

Human resources represent an important investment of an organization's efforts. If managed well, human resources can be the source of an organization's competitive strength. Indeed, managers now realize that the effectiveness of their Human Resources function has a significant impact on company performance. Therefore, strategically, human resources must be considered in the same context as financial, technological and other resources managed in organizations. In fact, we value human resources more than other resources because the management of other resources completely depends on the human resources.

In the present existence, human resource management has been guided by various principles. Human resource is considered as one of the important aspects of any organization. When machines are used in the production of goods, human resources must have the necessary skills and competencies to operate the machines. Therefore, human resource management principles refer to the values and ideology that the organization should put into practice to manage and operate human resource tasks and activities. Human resource managers are often given the authority and responsibility to manage the workforce. It is essential that human resources define and design their work. This involves identifying the skills and requirements needed for a given position and predicting future hiring levels.

In other words, they need to be aware of the human resources that need to be recruited and selected in the future<sup>28</sup>.

In organizations, human resources are needed to perform different types of functions. These include, production, engineering, office work, management, operations, supervision, and more. In other words, human resources must perform a number of functions according to their qualifications, skills, abilities and experience. Human resources, when recruited need to undergo training and development programs. In these programs, information is provided for them with respect to terms of the organization. These include history, departments, personnel, infrastructure, mission, general working conditions, and goals and objectives. Through these programs, they are able to fulfill their professional duties to achieve the desired goals and objectives. As part of the performance of their duties, they also follow training programs that enable them to produce information on modern, scientific and innovative methods. As a result, training and development programs have been proven to benefit the workforce.

In providing services as well as in performing tasks, character and ethics must be inculcated in human resources. They must be honest, ethical and fair in the performance of their duties and in their relations with others. When human resources are involved in providing services to customers, they must be efficient. Teamwork is also considered as one of the necessary aspects. Human resources must have effective communication and listening skills to be able to perform their duties well.

Teamwork mainly helps to come up with solutions to problems faced by employees relating to their work. In the supply of human resources, factors such as efficiency, diligence, resourcefulness, dedication, effective communication skills, time management skills, decision making, politeness, honesty, truthfulness and ethics should be taken into account. When human resources are well ended

with these characteristics, they are not only able to perform their duties satisfactorily, but also to establish good relationships with other members of the organization and customers.

Human resource management principles are considered essential to the advancement of the organization. The key principles are conflict resolution, human resource service provision, on-boarding and integration, industrial relations, occupational health and safety, organizational development, performance management, recruitment and selection, training and development programs, and workforce planning<sup>29</sup>. Conflict handling refers to the means necessary to resolve grievances experienced by employees in the organization. The provision of human resource services aims to improve the efficiency and skills of workers so that they can perform their duties well. Induction and on-boarding refer to aspects that enhance employee skills and retain them in the organization. Labor relations related factors are implemented in order to strengthen the conditions and the relationship between the union and management.

Occupational health and safety take into account the aspects necessary to maintain the good health and safety of the workforce within the organization.

Organizational development is a comprehensive field that takes into account several aspects essential for organizational upgrading. To lead to the advancement of the organization and the happiness of the employees, human resources must perform their duties in an organized manner and improve their performance. Therefore, the principle of performance management must be taken into account.

Recruitment and selection are important aspects regarding the employment of personnel into various positions. While training and development programs are organized within the organization with the primary objective of improving the knowledge and skills of the workforce. Workforce planning is a principle relating to the comprehensive planning of human resources so that they can inculcate the

characteristics of diligence, resourcefulness and conscientiousness required in the organization. Finally, it can be said that the effective formulation of principles leads to the enrichment of human resources as well as the growth of the organization.

Some of the changes that have reshaped the outline of human resource management are as follows:

1. There has been a change in management philosophy and direction. It is now very clear to managers that the main constraint to improving productivity in an organization is the inefficient use of human resources. Focusing on changing and updating production equipment will have limited impact on improving productivity. Leadership is beginning to understand that improving productivity starts with people. For this reason, emphasis should be placed on effective human resource planning and the development of policies and programs that ensure efficient use of the workforce and optimal productivity<sup>30</sup>.

2. Improve the quality of human resource management staff. Until recently, those responsible for staff management were unionists and poorly educated supervisors. Today, most HR managers are graduates from polytechnics and universities in various fields<sup>30</sup>.

3. Human resources connected costs. Staff costs are a significant part of the total cost. Effectively controlling these costs requires considerable effort and knowledge in analyzing and planning human resource functions<sup>30</sup>.

4. The quality of trade union activities has been improved. The training and experience of union leaders has improved significantly in recent years. Likewise, trade unionists are now more enlightened. They are now more aware of their rights and responsibilities<sup>30</sup>.

5. Changes in the competitive environment, which forces organizations to find and employ people who can contribute to their growth and development <sup>30</sup>.

6. Enhanced legal amendments. Over the past three decades, the government has enacted new laws designed to regulate and control industrial activities and industrial unrest in the economy.

These changes have increased the complexity of human resource management and enhanced the status and role of the human resource manager in organizations. HR managers are currently in leadership positions and can therefore influence the direction and use of employees throughout the organization<sup>30</sup>.

Human resource management challenges have affected businesses, especially those operating across national borders, including FMCG in Nigeria. A multinational or global company competing in the global market involves many factors and the centralization of its personnel activities; it is definitely essential to improve global competitiveness and empower employees for global engagements. To succeed in the global marketplace, the challenge for all businesses, regardless of size, is to understand global corporate cultural differences and invest in human capital. In recent times, business is conducted internationally and this involves the transfer of goods and services, technology, management knowledge and capital to other countries or across national borders. Globalization has made the world smaller with a fast communication network. The world's economies are increasingly integrating deeply. Moreover, we are now in a world where quality, efficiency and competitiveness matter most. The Internet has made networking very easy and also for marketing to take place without necessarily having to travel from your local office. You can even see what the product looks like and get advice from the seller. For you to enter the global market, you must produce an internationally accepted product. Your product must satisfy the market you are targeting. You need to add value to the product. With the rapid expansion of the global market, along with the idea that the whole world is in one market, it is now imperative for human resource managers to adapt to international needs by moving their employees, ideas, products and information all over the world to

meet local demands. Therefore, managers of this century must strive to balance the demand to think globally and act locally.

When the term HRM first became popular there was criticism of it as it referred to people as resources, as if they were any other factor of production to be leveraged into economic value. However, consider this a misrepresentation of the term. They suggest that people are not the so-called “human resources”, but the knowledge, skills, and energy they use in their day-to-day roles: “People are not a resource. Human. In contrast, people are independent agents who possess human resources, which are talents that they can deploy and develop on the job and take with them when they leave the organization<sup>31,32</sup>. However, considering people as human resources is “a mistake in many textbooks and dictionaries”. Human resource management has also been widely criticized for reasons beyond its terminology<sup>33</sup>. ‘HRM promises more than it delivers and its morality is suspect’. In respect of the first point Human Resource Management has been variously described as overly prescriptive, uncertain, imprecise and simplistic. Regarding the second point, it is suggested that HR is too focused on business needs and manipulative in seeking to shape human behavior in the workplace. However, most of the reviews were lackluster<sup>34</sup>. This is because Human Resource Management is no longer governed by the original philosophy – if it ever was. Human Resource Management ‘in its generic, broad and popular sense simply refers to the system of people management’ that pertains in an organization. It is opined that, Human Resource Management is here to stay, even if it is applied diversely or only used as a label to describe traditional personnel management practices<sup>33</sup>. Human Resource Management has largely become something that organizations do rather than an aspiration or a philosophy, and the term is often used to describe the process of managing people.

There are few basic goals of Human Resource Management and Drawing on the original theory, they include:

- Assist the organization in achieving its goals by developing and implementing HR strategies that are integrated into the business strategy.
- Contribute to the improvement of a high-overall performance culture
- Ensure the organization has the talented, skilled and committed people it needs
- Create a positive working relationship between management and employees and an atmosphere of mutual trust
- Encourage the adoption of an ethical approach to managing people<sup>26</sup>.

### **2.1.5.1 Components of Human Resource Management**

The activities, elements, practices and components of human resources management are numerous and various in nature as they are linked towards managing human behaviour within the organizational context, these can include recruitment, selection, employee orientation, employee engagement, training and development, motivation, leadership, performance management, reward and compensation, salaries and wages, employee welfare, health and safety, conflict management, consequence management, career management, employee disengagement, just to mention a few<sup>27</sup>.

Human resources management is also known as people management divided into three of the key areas in the overall people management score, which are hiring/firing, promotions and rewards. It has been established that US firms have globally highest scores of HRM practices across all three dimensions. Also, Greece and Brazil underperforming employees are typically left in post for several months or even years before any action is taken to address them. Broadly speaking, the high levels of competition and low incidence of family firms are the main contributing factors to the leading

position of the US in overall management. On top of this, high levels of education and weaker labour regulations give American firms a particular advantage in the HR aspect of management<sup>35,36</sup>.

For the purpose of this study the human resource management components to be considered are those with direct linkage with operations and production management as highlighted in the previous chapter and will be discussed, these include training and development, motivation, reward and, health and safety.

### **Training and Development**

Training and development is considered as a component of human resource management that consists of activities and procedures that foster the development of employee's skills, ability, and knowledge with respect to their jobs<sup>37</sup>. Also training and development are processes through which the talent and knowledge of an employee is enhanced and increased, that training is actively and intimately connected with all human resource managerial activities<sup>38,39</sup>. In essence, a well-trained employee would make a better and economic use of materials and equipment which would go a long way in positively contributing to production and operation process in terms of minimize wastage, maximizing volume of output and ensuring quality. The need for effective learning, training and development for human resources of an organization cannot be over emphasized this is because no organization can rise above the quality of its human resource. The growing nature of human resource skills and capabilities has required an advancement on the way learning, training and development has been delivered. Most organizations today find themselves stuck with how to improve on learning for their human resource. The result arising from integration of technology into business practices and process has shown a shift in dynamics of learning, training and development. In essence, training has been viewed as a necessary aspect of modern production organizations. In previous literature there

has been an argument that traditional learning is the best way of maintaining a learning process while other models are always considered to be inferior or less efficient.

The benefits of training can be summed up as: Improves morale of employees, Training helps the employee to get job security and job satisfaction. The more satisfied the employee is and the greater is his morale, the more he will contribute to organizational success and there will be lesser employee absenteeism. Less supervision, a well-trained employee will be well acquainted with the job and will need less of supervision. Thus, there will be less wastage of time and efforts. Fewer accidents, errors are likely to occur if the employees have adequate knowledge and skills required for doing a particular job. The more trained an employee is, the less are the chances of committing accidents in job and the more proficient the employee becomes. Chances of promotion, as employees acquire skills and efficiency during training, they become more eligible for promotion; they become an asset for the organization. Training improves efficiency and productivity of employees. Well trained employees show both quantity and quality performance.

Training is generally imparted in two ways - On the job training methods are those which are given to the employees within the everyday working of a concern. It is a simple and cost-effective training method. The in proficient as well as semi- proficient employees can be well trained by using such training method. The employees are trained in actual working scenario. The motto of such training is "learning by doing." Instances of such on-job training methods are job-rotation, coaching, temporary promotions, etc. And off-the-job training methods are those in which training is provided away from the actual working condition. It is generally used in case of new employees. Instances of off the job training methods are workshops, seminars, conferences, etc. Such method is costly and is effective if and only if large number of employees have to be trained within a short time period. Training serves

as an act of intervention to improve organization's goods and services quality in stiff the competition by improvements in technical skills of employees.

### **Employee Motivation**

This is another critical element in human resource management. Organizations and management need to find effective and appropriate ways in motivating employees towards achieving desired levels of organizational performance. In other words, motivation is a psychological construct used in driving employee behavior towards a given activity. Employees that are well motivated face their work with enthusiasm and passion which is required for positive results in the organization. Motivation is characterized as an individual phenomenon. Each person is unique, and all major theories of motivation may demonstrate this uniqueness in one way or another. Motivation is often described as a purposeful construct used to direct individuals' efforts.

Motivation, as a process, starts with a human need that creates a void in the person. In an attempt to fill the void, an internal drive is created to initiate and sustain a sequence of actions and reactions. This is when the void is also filled. With this background information, motivation can be expressed as the internal or external driving force that generates the will to perform a behavior in order to achieve an expected end<sup>40</sup>. This first aspect of motivation that we have chosen to describe is intrinsic motivation because motivation comes from within an individual. The second aspect is the extrinsic motivation, which is applied by the organization. Indeed, employees are motivated to identify with the organization to satisfy their diverse and varied needs and desires. Until they are properly identified and addressed, they will continue to impede the normal functioning of organizations.

One of the biggest problems that managers in organizations face is how to get employees to participate best in their work and give their best to achieve the organization's goals. Motivation is

why people do what they do. It answers questions like why managers or workers go to work and get the job done. It tries to explain what motivates people to act the way they do, centered on the workplace. The main task of a manager is to create and maintain an environment in which employees can work effectively and achieve organizational goals.

Employees differ not only in their ability to do the job, but also in their willingness to do it (motivation). Motivation is encouraging, persuading, stimulating or even forcing employees to act in a way that meets the goals of the organization. The motivation of workers depends on the strength of their motivation. Motivation is the need, want, desire or urge of the individual and these determine the behavior of the person. Therefore, motivation is the process of arousing the behavior, maintaining the progression of the behavior, and translating the behavior into a specific course of action. As such, motives (needs, wants) encourage employees to act. Thus, motivation is the internal state that powers people, channels, and sustains human behavior. Since it has been established that all behaviors except responses are goal-directed, managers can apply managerial theories of motivation to try to direct employees' work behavior toward organizational targets.

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organization. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore in that direction. Motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do work, so it is essential for organizations to persuade motivation of their employees. Getting employee to do their best work even in strenuous circumstances is one of the employees most stable and greasy challenge and this can be made possible through motivating them.

Motivation is thought to be under the control of the worker, and behaviors influenced by motivation, such as effort expended, are considered choice of action. Motivation has many sides. The two most

important factors are: (i) what triggers people (arousal); and (ii) an individual's power to engage in a desired behavior (behavior orientation or choice). The aim of motivational theories is to predict behavior. Motivation is not behavior itself, and it is not performance. Motivation involves action and internal and external forces that influence one's choice of action. Based on this classification, motivation is “the degree to which an individual wants and chooses to engage in certain behaviors”. Motivation is the energy that moves employees forward towards performing a certain action; motivation will strengthen the willingness of employees to work, and in turn it will increase the organization’s effectiveness and competence<sup>26</sup>. Motivation plays a significant role for the accomplishment of any organization. The term motivation is basically derived from the word motive. So, the meaning of the word motive is wants, desire, and needs of the peoples. Employee motivation is the procedure in which the organization should motivating their employee in the form of bonus, rewards, and some other incentives etc. only for the reason to attain the organizational objectives<sup>41</sup>.

### **Employee Reward**

Employees reward is defined as a component of human resource management that is a tool used in compensating employees for their job done. A reward system consisting of financial and non-financial rewards has become essential for an organization to manage employee performance. Motivated employees can be an important factor in an organization's success. When employees are motivated to work at a higher level of productivity, the organization as a whole is more effective and achieves its goals more efficiently. Therefore, the organization must clearly understand what types of reward systems can motivate employees to do their jobs efficiently. Performance is just as important as a reward system because when employees reach a high level of performance, they want a commensurate reward. If they are not able to achieve the goals and show low performance in the organization, it will result in dissatisfaction<sup>42</sup>.

Furthermore, Reward has been argued as a means by which employees are compensated in line with their roles and responsibilities, thus rewards system put in place in an organization helps to ensure employees are committed to achieving organizational goals and objectives<sup>43</sup>. The effectiveness of reward management in human resource management is necessary for improving employee performance in contemporary organizations<sup>44</sup>. An effective reward system significantly influences organizational development by revealing external competitiveness, internal equity and individual equity. Reward is referred to as money and other benefits received by an employee for providing services to his employer. Compensation refers to all forms of financial returns: tangible services and benefits employees receive as part an employment relationship, which may be associated with employee's service to the employer like provident fund, gratuity, insurance scheme and any other payment which the employee receives or benefits he enjoys in lieu of such payment. Reward and compensation are paying people for work, also compensation is what employees receive in exchange for their contribution to the organization.

A prime objective of effective people resourcing is to have 'the right people in the right place, at the right time, doing the right thing'. This cannot easily be achieved without the 'right' pay and reward strategies for the organization. Reward encompasses pay, remuneration and compensation. It represents a portfolio of managerial practices where financial and non-financial elements are flexibly directed at enabling and rewarding employees who add value in the interest of competitive advantage. Reward, is used as a holistic term to reflect a more dynamic and flexible approach. Reward is a total remuneration concept of pay and benefits together with non-financial recognition and motivation applied in a contemporary context<sup>45</sup>.

The term reward is used to identify the system of payment as a central, integrative feature of the approach to human resource management. It is basically a transaction because an employer pays

certain amount of money in exchange for generally specified time, tasks, skills, commitment and loyalty<sup>46</sup>. It is also a label, a status symbol, a determinant of standard of living and social class, and one of the main influences on the degree to which people value their employment.

Reward is a crucial issue in HR management. In public organizations in Nigeria, reward is more or less centrally determined with less than serious attention paid to individual differences and talents. This creates chaos and obvious frustration among workers. The situation is even worse in private and business organizations where managers take advantage of ineffective labour laws and whimsically determine and pay workers what they want.

Historically, monetary incentives have been used to reward employees for a job well done. Rewards typically include project bonuses, profit sharing, warrants and stock options, additional paid vacations, scheduled vacations, and performance bonuses. Monetary rewards do not always achieve the desired effect in a business and in some cases create entirely new problems. Non-monetary incentives are proving to be much more effective tools in the workplace. In an organization, there should be more than financial rewards given to employees to motivate them. It is said that most of the time, financial rewards favor the short-term, while non-financial rewards favor long-term goals. Non-financial rewards offer significant benefits at low or no cost, and the lowest-cost non-financial reward is "Thanks". Organizations that seek to reward performance and boost productivity among their employees are said to increasingly embrace non-financial rewards. Additionally, non-monetary rewards tend to be more focused on most people's personal needs.

A motivated person will have good results because employees know that there is a reward waiting at the end of each month. The reward system has a huge impact on organizations to retain and motivate employees and achieve high levels of performance. The strategy and reward system is a competitive tool that can motivate employees to perform well and motivate them to work in the organization.

One way in which an employee can be motivated is when he/she is paid salary as at when due. The term salary can be defined as a fixed amount paid to employees at regular intervals for their performance and productivity in a day<sup>47</sup>. This is also the main mechanism for organizing employee reward, but there are very few working mechanisms in the reward system. To understand how salary can change employee performance, the organization must understand their preferences in the reward system. When the organization considers the payment of salaries as very important, the employees will be motivated to work and this will in turn increase the productivity of the company and also boost production efficiency.

Another way employee can be motivated is through the payment of bonuses. Bonuses are the compensations usually higher than the salary that employees receive in the form of base salary or hourly pay<sup>48</sup>. The bonus plan is one of the important elements of the reward system. Indeed, a bonus will be given to employees which will be based on their current performance in the organization. Bonuses are payments the employees may not be expected to receive as they are commonly discretionary<sup>26</sup>. However, it can be considered as an additional amount paid by the organization when the employee's performance is exceptional throughout the year. This bonus scheme is intended to improve employee performance and efficiency. Bonus payments are typically made at the end of the operational period established by the organization's policies, typically one year.

## **Health and Safety**

This represents the dimensions of human resource management focused on the physical and mental wellbeing of employees. Health and safety practices are referred to policy guidelines linked with ensuring that employees are kept safe while in the workplace and outside the workplace<sup>49</sup>. Furthermore, health and safety have been expressed as essential to managing work stress and unproductivity, and therefore, used in averting incidences of illness, accidents and absenteeism<sup>50</sup>. Health and safety at the workplace is therefore aimed at establishing atmospheres, conditions, capabilities, and patterns that enables employees carry out their work efficiently, and in a way that avoids events which could cause them bodily harm<sup>2</sup>.

The purpose of management is to achieve individual and organizational goals. This requires workers to build efficiency by providing training and supervision, rewarding employees, motivating them, ensuring the availability of essential facilities, materials and supplies, safety equipment and provide adequate working conditions. This current study seeks to link human resource management to operations and productions management ability to be efficient. The people element is used in ensuring machines, equipment and facilities are well combined in a manner that brings about the transformation of raw material into finished economic goods<sup>51</sup>. Some of these jobs are considered hazardous work, especially in factories and mines. When individuals are engaged in the performance of these works, they must take precautions and ensure health and safety. When individuals must work with machines, tools and equipment, they must be trained effectively, as misuse can lead to accidents. In factories, people also have to work with chemicals, emissions that affect health. Therefore, it is essential that they wear appropriate clothing and take precautions when working with chemicals and gases.

Within an organization, it is essential to develop measures to promote the health and safety of employees. To achieve this goal, it is essential to consider certain aspects. It is about establishing the duties of all parts of the workplace and the rights of workers. It establishes procedures for dealing with workplace hazards and provides enforcement measures, when amenability has not been voluntarily achieved. In the work environment, it is essential that individuals are in good physical and psychological health. Furthermore, they must be safe and secure. Occupational safety is an umbrella term for an organization's efforts to prevent injuries and hazards in the work environment. When measures and programs are in place to prevent injuries and hazards, human resources will not only be able to perform their duties satisfactorily, but also ensures emotional wellness.

Health and safety improvements have been shown to benefit employees in a number of ways. This can lead to increased profits, competitiveness, and employee motivation. Through the implementation of an operational and effective occupational health and safety system, human resources can have an operational and effective framework that can significantly contribute to the reduction and prevention of incidents, injury, health problems, illness and even death. In addition, there has been a prevalence of criminal and violent behavior in the work environment. So, it also focuses on treating employees with respect, particularly, women. Criminal behavior of sexual harassment is common against women. It should be removed and women should be treated with respect and courtesy. Therefore, the development of laws and programs that focus on promoting the health and safety of human resources is essential to achieving the goals and objectives of the organization. In recent times, some workers in manufacturing enterprises have been temporarily or permanently incapacitated due to work accidents, injuries, respiratory diseases, heat, cancer and other diseases that affect the health, safety, efficiency and productivity of workers due to lack of training in safety and health, lack of safety supervision and

non-compliance with safety regulations to improve workers' knowledge and awareness on workplace safety<sup>52</sup>.

All companies have a legal obligation to ensure the safety and well-being of their workers. As can be seen, workers in manufacturing companies in Nigeria have encountered many other hazards and challenges affecting their health and safety, such as excessive noise, dust, heat and environmental pollution and situations that lead to worker injury and illness, resulting in reduced employee performance. Despite the clear need to proactively manage health and safety training and supervision, Nigerian manufacturing companies have not adequately addressed the health and safety challenges of their employees. This situation has led to accidents, injuries, illnesses and repeated absences from work, loss of production time, reduced efficiency of workers, compensation for sick workers, lack of commitment, low output and reduced productivity. In addition, poorly designed workstations and management that do not provide regular safety training on the correct use of personal protective equipment as well as poorly ventilated factories in manufacturing companies have cause serious problems with the health and safety of workers, affecting employee performance<sup>53,54</sup>. Providing a safe and healthy workplace in manufacturing companies is often a challenge due to a lack of commitment to implementing and administering health and safety training and monitoring compliance with applicable regulations<sup>55</sup>.

Compliance rates with safety directives can be influenced by the administrative techniques of those responsible for employee safety, the level of health and safety training, active safety supervision and other factors. It is important for organizations to ensure close supervision and compliance with safety rules to reduce hazardous behaviors, instill a culture of safety, discipline and ensure that workers perform their duties safely to reduce accidents and improve efficiency<sup>56</sup>. Safety monitoring in the workplace affects employee efficiency and it is important for organizations to conduct regular safety

monitoring to ensure that workers are following safety procedures<sup>57</sup>. In addition, safety checks can affect accident rates and absenteeism in companies. Therefore, organizations must conduct regular inspections of factories to identify hazardous substances that can cause accidents in order to take preventive measures<sup>58</sup>. Similarly, compliance with risk controls and protective equipment can help reduce accidents in companies<sup>59</sup>.

Training has been identified as an integral aspect of any safety management activity in the organization and helps to build the capacity of workers to work in accordance with safety guidelines<sup>60</sup>. Similarly, a standard way to inspire good behavior in the workplace is to organize a safety training and education program. Health and safety training focuses on increasing worker awareness, knowledge, work behavior/practice and understanding of the work environment to avoid incidents and accidents which brings significant benefits to employers and employee. The importance of training is emphasized to complement employee skills, increase efficiency and increase worker safety awareness in order to carry out their work safely<sup>26</sup>. Health and safety training may be provided on the job or off the job depending on the training needs of the worker; it can also be offered through referrals/instructions, coaching and mentoring, etc. Likewise, health and safety education is essential and an integral part of occupational health and safety management in recent times. It relies on employers to provide basic policies and training and to assess each employee's ability to use what they have learned in workplace health and safety training<sup>61</sup>. Adhering strictly to basic health and safety training tips will help the organization in the sense that it will enhance productivity and performance at an optimal level.

## **2.2 Theoretical Framework**

The following theories underpinning this study include the Resource-based View Theory, Dynamic Capabilities Theory, Theory of Production and Maslow's Theory of Human Motivation. These

theories relate to the combination of human resources, material resources, physical resources and technological resources, necessary for organizations to attain desired performance levels based on effective management and deployment of organizational resources.

### **2.2.1 The Resource-based View Theory**

The resource-based view theory is an organizational theory used to drive competitive advantage through organizational resource<sup>62</sup>. Resource based view theory was developed by R. B. Barney (1991).

The resource-based view is a strategic managerial framework used to determine the strategic resources of an organization that can be exploited to achieve sustainable competitive advantage. In essence, resource-based view gives insight that contemporary organizations should focus on ways of developing, integrating and enhancing their resources, in such a manner that would allow for business processes and production that deliver superior products and services to customers over competitors. This theory is the base line of this study, as the human resource element in an organization is critical in the process of development and integration of all other organizational resources<sup>63</sup>.

The advantage of the resource-based theory in business organizations and management is based on the ideology that, business organizations must look inward in terms of managing strengths and weaknesses in order to achieve desired performance levels. Thus, identifying what an organization has and how it can effectively and efficiently use what it has to its competitive advantage. Resource based view can be applied by an organization that is focusing on cost leadership theory whereby competitive advantage is based on reducing cost of production and enhancing production efficiency in a manner that is superior to that of competitors.

To provide competitive advantage and sustained performance, resources must meet the “VRIN” standard. The “VRIN” criteria are described below.

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### **Valuable (V)**

Resources are valuable when they provide strategic value to the enterprise. Resources provide value when they help companies seize market opportunities and mitigate market threats. There is no benefit to owning resources if they do not add or increase business value.

### **Rare (R)**

Finding resources among your company's existing and potential competitors must be difficult. Resources must therefore be scarce or unique to provide a competitive advantage. Resources owned by multiple companies in the market cannot provide a competitive advantage as they cannot implement their own business strategies compared to other competitors.

### **Imperfect Imitability (I)**

Imperfect imitability means that the resource cannot be copied or imitated. Imperfect imitability bottlenecks vary. This means the difficulty of obtaining resources, the ambiguous relationship between capability and competitive advantage, or the complexity of resources. Resources are the basis for sustainable competitive advantage only if companies that do not own them cannot acquire them.

### **Non-Substitutability (N)**

The irreplaceability of resources implies that those resources cannot be replaced by another substitute. Here, competitors cannot achieve the same performance by substituting these resources with alternative resources. According to Barney, a resource of value "must enable a business to do things and operate in a way that generates high revenue, low costs, high margins, or otherwise adds financial value to the enterprise.

Furthermore, resource-based view (RBV) is a strategic management theory that is widely used in project management, it examines how resources can drive competitive advantage. Competitive advantage is the ability to create more value than rivals, and therefore generate higher returns on investment. Sustainable competitive advantage requires enduring benefits through capabilities that are not easily imitated<sup>64</sup>. The resource-based view is built on the concept that resources and capabilities are not heterogeneous across other organizations, and through the utilization of this concept the success rate variations between organizations can be explained. It also allows managers to spread resources according to alignment with strategy, to identify the value of such resources and required capabilities for the competitive advantage of the organization, in addition to providing the managers a snapshot of strength for intervention, or for mergers and acquisition. The resource-based view perspective has its origins in strategic management. It also explains that the identification and possession of vital internal resources contribute to a firm's ability to create and maintain a competitive advantage and improve performance<sup>65,66</sup>.

Thus, the resource-based view theory explains a company's competitive advantage through the unique, scarce and imitable resources that the firm has created, which led to its growth. In addition, the resource-based perspective only explains a firm's competitive advantage in a static environment, which has become a limitation, especially when the firm operates in a fast-paced changing market environment.

### **2.2.2 Dynamic Capabilities Theory**

The dynamic capability theory is developed as a theory of competitive advantage in rapidly changing business environments. This theory explains that organizational resource that can contribute to production efficiency are based on the ability to evolve with the changing business environment such

as technology, showing how it informs and complements explanations based on market positions, firm resources, and Schumpeterian creative destruction.

Dynamic capabilities theory emerged as both an extension to and a reaction against the inability of the resource-based view to interpret the development and redevelopment of resources and capabilities to address rapidly changing environments. It also appeared as an alternative approach to solve some of the weaknesses of Resource Based View theory<sup>67</sup>.

The Dynamic capabilities concept is noteworthy for its explicit repudiation of the economics mainstream, which required Teece to turn against his own academic heritage. This capability also referred to as a set of learned processes and activities that enable a company to produce a particular outcome. Dynamic capability theory, therefore, explains the competitive advantage of firms in terms of dynamic and fast-paced environments and has received much attention from international economists since the late 1900s. Trading in international business markets involves a variety of environmental contexts, and companies need to develop specific skills and continual learning to cope with this dissimilitude. It is important for a company to remain relevant and competitive in the market, especially when doing business outside its home country. The process of maintaining a competitive advantage is endless and dynamic<sup>68</sup>. Scholars therefore suggest that companies need to develop certain skills and continuous learning in order to remain competitive in the market. This is especially true in new or changing market conditions in terms of dynamic capabilities<sup>69</sup>. Lack of dynamic capabilities prevents the company from maintaining its competitive advantage, especially in a changing environment<sup>70</sup>.

The application of dynamic capabilities in the previous literature has shown the increasing interest of researchers since the establishment of the international ambidexterity literature<sup>68,71,72,73</sup> which is the company's ability to cope with the complexities of the environment and international experience in

the international business field<sup>72</sup>. When a firm uses external and internal experts in order to achieve its set objectives, this is also referred to as Dynamic Capabilities<sup>73</sup>. Dynamic capabilities can be used to change the market by using available resources to make new ones<sup>74</sup>. Dynamic capabilities are therefore the key to creating new sources of competitive advantage<sup>75</sup>. Previous researchers saw dynamic ability as a means to address inflexibility in capabilities and how leverage knowledge while some agreed that dynamic capabilities can elucidate how the businesses respond to change, especially within their jurisdiction.

Dynamic capability theory provides information on the history and development of dynamic capability theory in a changing environment. Although dynamic capability theory is not intended to replace the existing resource-based view theory, however, it does extend the current use of RBV to explain a firm's competitive advantage in a dynamic environment.

Dealing in international markets is much more difficult than doing business in the domestic market. The varying customer behaviors and organizational behaviors will directly affect the operation of the business. The application of dynamic capability theory has been widely used to discuss competitive advantage in dynamic environments, especially in international trade. Once the company has decided to expand its operations outside the country of origin, it must adapt to the changes and be willing to implement the change for the sake of the company's sustainability.

Dynamic capabilities are also a priority area, especially in the area of strategic management, and the success of the business does not depend only on the resources and capabilities of the business, but more importantly on how the company adapts in the market in which it operates<sup>76</sup>. It is important to note that dynamic capabilities are not separate from the resource-based perspective, but it is another important factor in explaining competitive advantage, especially in a changing environment. Furthermore, in a volatile and rapidly evolving market, a company's resources must be dynamic, and

managers must know how to align strategy with the environment to create new skills that are capable of respond to market dynamics<sup>77</sup>.

The discussions on dynamic capability theory has enlightened the history and development of dynamic capability theory in changing environments. Although dynamic capability theory is not intended to replace existing resource-based view (RBV) theory, this theory extends the current use of RBV to help companies compete in dynamic environments. Dealing in international markets is much more difficult than doing business in the domestic market. A variety of characteristics, from customer behavior to organizational behavior, have a direct impact on business performance. Applications of dynamic capability theory have been widely used to discuss competitive advantage in dynamic environments, especially in international firms. If a company decides to expand operations outside its local market, it must be willing to adapt and make changes for its sustainability. Hence, it is for this reason that dynamic capabilities theory emerged to explain the dynamic environment in international business.

This theory explains that organizational resource that can contribute to production efficiency are based on the ability to evolve with the changing business environment such as technology, showing how it informs and complements explanations based on market positions, firm resources, and Schumpeterian creative destruction. So dynamic capability theory has a significant effect on human resource management of any industry or firm.

### **2.2.3 The Theory of Production**

The theory of production or production theory was developed by a French economist, Jean-Baptiste Say in 1803. The theory explained the combination of input such as capital and labour required to maximize output in an organization. The production theory is based on general theory of the work of

nature, labor, and machines. The theory of production is applicable to this study because it explains the necessary integration of inputs needed for production efficiency at minimized cost theory. The production theory puts emphasis on cost which has great relevance in the determination of price of a commodity.

Production theory also explains the principles by which businesses must make decisions about how much to sell and how much to produce, as well as the number of raw materials, i.e. fixed capital and labor force, which it uses and how much it will use. It determines the relationship between the prices of goods and the factors of production, and on the other hand, the quantity of these goods produced and the factors of production.

The concept of production is a process of combining many different inputs to create a product that serves a consumer need. It is the act of producing outputs in the form of goods or services that contribute to the creation of private utility. In other words, it is a process in which input is converted into output.

The production function also describes the technical relationship between a firm's physical inputs and physical outputs for a particular state of the production process.

$Q = F(a, b, c, \dots, z)$ , where

$a, b, c, \dots, z$  represents various inputs such as land, labour, capital etc.

$Q$  represents the level of the output for a firm.

If Labour ( $L$ ) and Capital ( $K$ ) are only inputs factors. The production function reduces to

$Q = f(L, K)$

A production function represents the technical relationship between inputs and outputs. A tool that analyzes the qualitative input-output relationship and presents the company's technology and economy as a whole.

Secondly, the theory of production may be used in the determination of rewards of an input. The starting point of the theory of production is the technology of production of the firm.

This relationship or the production function governs the level of production. Output is a function of inputs. In the short run, output behavior is governed by the levels of non-proportional returns. Here we keep some inputs fixed. In the long run, inputs are subject to change.

#### **2.2.4 Maslow's Theory of Human Motivation (1943)**

Maslow's theory of human motivation, also known as the Maslow's Hierarchy of Needs is a description of the needs that motivate human behavior. In 1943, Abraham Maslow proposed five different kinds of human needs, beginning with the most basic - survival. Physiological needs, such as food and shelter, are followed by needs related to safety. Next, there are needs of love and belonging. Fourth, humans have needs of esteem, such as the need for being respected. The final need in the hierarchy is the need for self-actualization (fulfilling one's potential). The hierarchy suggests that basic needs must be met prior to less basic needs; for example, a starving person will seek food before self-actualization.

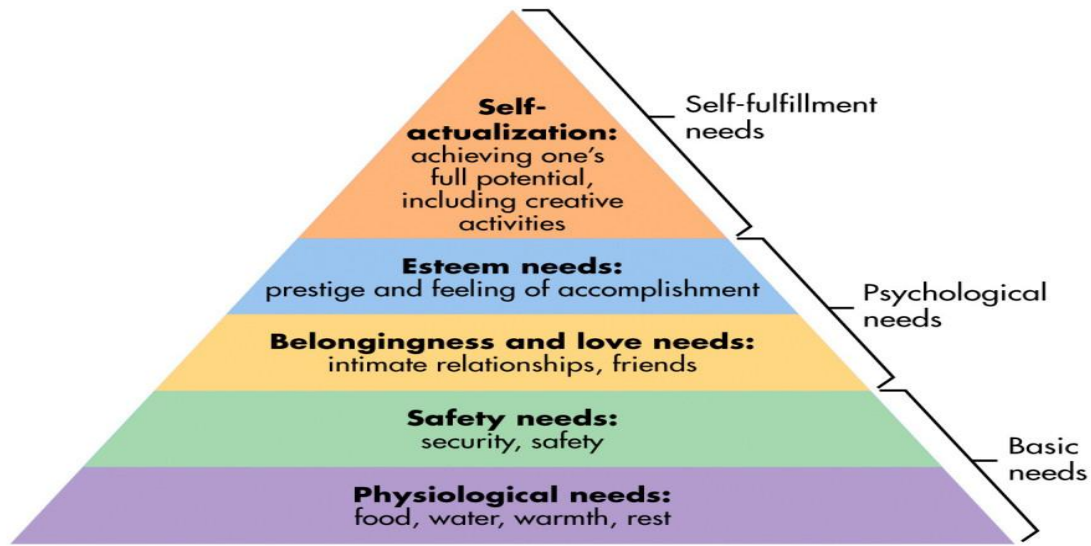


Figure 2.1: Pictorial Representation of Maslow's Hierarchy of Needs

Source: Simply Psychology

This theory emphasizes the need for human motivation in order to bring out the best possible potentials in human efforts. According to this theory, human is constantly preoccupied with need that must be met at a point in time and which in response gives birth to another need which are mostly insatiable in the long run. Maslow's motivation theory shows human needs in a hierarchy. The lower-order needs must be satisfied first, before the higher-order needs are taken care of adequately. For instance, the basic need for food, shelter and safety must be satisfied at least partially before social and psychological needs.

The needs of self-actualization which is the need "to make real the breadth and depth of one's human potentialities", according to Maslow is the highest and the most desirable need. It is towards this that human development is directed. Most people however never achieve self-actualization. A person who achieves this need is the type that has developed and made the most use of all his potentialities. Among other things, Maslow's model has shown that no need is so insignificant to be done without, that the achievement of one need leads to the desire for getting the next.

Applying this theory to this research, it could be deduced that employees are motivated by different types of needs. The duty of the manager is to be conscious of the workers' needs so that the workers will be motivated to perform. Before a worker's cognitive needs can be met, they must first fulfil their basic physiological needs - Shelter, food, water, rest etc. For example, a tired and hungry worker will find it difficult to focus and perform efficiently the task assigned to him. Employees need to feel emotionally and physically safe and accepted within the organization to progress and reach their full potential. Maslow suggests employees must be shown that they are valued and respected in the family, and the human resource managers should create a supportive environment. Workers with low self-esteem will not perform at an optimum rate until their self-esteem is strengthened.

This study therefore derives its motivation from the Maslow theory of motivation and as such could align it with the human resource in pushing production efficiency of Fast-Moving Consumer Goods (FMCG) organizations in Nigeria. Factors such as training and development of employee, employee motivation, reward and health and safety of employees tend to influence production efficiency positively or negatively in the attainment of organizational goals. In order for human resources to be adequately motivated to pursue production efficiency, their basic needs have to be met.

### **2.2.5 McGregors Theory X and Y**

McGregor believed that managers' basic beliefs have a dominant influence on the way that organizations are run. Managers' assumptions about the behavior of people are central to this. McGregor argued that these assumptions fall into two broad categories - Theory X and Theory Y. These findings were detailed in "The Human Side of Enterprise", first published in 1960. Theory X and Theory Y describe two views of people at work and may be used to describe two opposing management styles.

## **Theory X**

Theory X relies on the authoritarian style of management, where the managers are required to give instructions and keep a close check on each employee. As it is assumed, the employees are not motivated, and they dislike working.

This theory is based on the following the assumptions

1. The average human being has an inherent dislike of work and will avoid it if possible.
2. Because of this human dislike of work, most people must be coerced, controlled, directed, and threatened with punishment to get them to put forth adequate effort toward the achievement of organizational objectives.
3. The average human being prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.
4. Management is responsible for assembling all the factors of production, Viz. Money, material, equipment, and people.
5. The managers are required to control his employees, manage their efforts, motivate them, and modify their behavior to comply with the organizational needs.
6. The management must intervene to keep the employees working towards the economic ends. The employees must be persuaded, rewarded, motivated, punished, and controlled to get the work completed.

Theory X assumptions believe that workers must be controlled and threatened with punishment.

Theory X management style therefore requires close, firm supervision with clearly specified tasks and the threat of punishment or the promise of greater pay as motivating factors. A manager working

under these assumptions will employ autocratic controls which can lead to mistrust and resentment from those they manage. McGregor acknowledges that the 'carrot and stick' approach can have a place, but will not work when the needs of people are predominantly social and egoistic. Ultimately, the assumption that a manager's objective is to persuade people to be docile, to do what they are told in exchange for reward or escape from punishment, is presented as flawed and in need of re-evaluation.

### **Theory Y**

Theory Y relies on the participative style of management, where the managers assume that the employees are self-directed and self-motivated to accomplish the organizational objectives. Thus, here the management attempts to get the maximum output with least efforts on their part.

Theory Y is based on the assumptions that:

1. The attrition of physical and mental effort in work is as natural as play or rest. Ordinary people do not hate work. Depending on controllable conditions, work can be a source of satisfaction or a source of punishment.
2. External control and the threat of punishment are not the only ways to advance efforts toward organizational goals. People will be self-directed and self-controlled to serve the goals they have committed to.
3. Commitment to goals is a function of the rewards associated with achieving the goals. The most important of these rewards, such as ego-need satisfaction and self-actualization, can be a direct product of efforts toward organizational goals.

4. Under the right circumstances, the average person learns not only to take responsibility, but also to seek it. Avoidance of responsibility, lack of ambition, and an emphasis on safety are generally the result of experience, not an innate human trait.
5. The ability to use relatively high levels of imagination, ingenuity, and creativity to solve organizational problems is broadly rather than narrowly distributed among the population.
6. In the conditions of modern industrial life, the average person's intellectual faculties are only partially utilized.

Conversely, McGregor saw Theory Y managers as those that hold assumptions that workers care about the organization, will seek responsibility, and exercise self-control. He found that most of the population has the ability to be innovative and creative. This finding supports the argument that Theory Y assumptions contribute positively toward more participative decision-making, ultimately benefitting the organization<sup>78</sup>.

Theory Y assumptions can lead to more cooperative relationships between managers and workers. A Theory Y management style seeks to establish a working environment in which the personal needs and objectives of individuals can relate to, and harmonize with the objectives of the organization. In *The Human Side of Enterprise*, McGregor recognized that Theory Y was not a panacea for all ills. By highlighting Theory Y, he hoped instead to persuade managers to abandon the limiting assumptions of Theory X and consider using the techniques suggested by Theory Y.

Furthermore, Theory X fails because it does not consider human motivation, the needs of humans. It fails because direction and control are useless methods of motivating people whose physiological and safety needs are reasonably satisfied and whose social, egoistic, and self-fulfillment needs are predominant.

From the above it seems then an obvious choice for managers is to follow a Theory Y management style rather than a Theory X one and achieve better overall results. Yet, this view (which was adopted by many) is to misunderstand what McGregor was trying to achieve. It is important to note from the beginning some important points which are often overlooked when considering McGregor's Theory X and Y. Firstly, he was not offering a blueprint for management success, as some believe, but a starting point to begin discussion of the act of management and organizational culture.

There is nothing in this theory that says a manager should behave in any particular matter, only that how he or she behaves is driven by deep cognitive assumptions<sup>79</sup>. This places a burden on the organization to learn whether being more Theory X or Y has an impact on the effectiveness of the manager. The consequence for the organization is to understand what managerial assumptions are more effective or desired and question underlying assumptions rather than managerial actions and abilities<sup>79</sup>. For those with a more Theory X disposition, understanding could result in a move to a position where their skills and disposition could be more effective.

## **2.3 Review of Empirical Studies**

### **2.3.1 Training and Development and Production Efficiency**

A recent study done in Tanzania as regarding the role of training program in improving productivity of a farming organization which adopted a quantitative research approach based on an empirical analysis employing sample of data collected from a rice farming household in the Mvomero district of Tanzania. The study revealed that the yield difference between trained and non-trained farmers with water access for irrigation was significantly more than double; however, the yield difference between trained and non-trained farmers was insignificant in non-irrigated plots. The authors argued

that training and development contribute significantly productivity from the perspective of agricultural organizations<sup>80</sup>.

Also, examination of the effects of training on employee performance in production and operations was done in 2018 focusing on Bonjus Company, and Khatib and Alami Company in Lebanon<sup>81</sup>. The study emphasized the need for using training and development programs in bridging the gap in employee performance in handling operational processes. The methodology was based on a survey research design with sample size of 303 respondents. The findings from their study indicated that the two companies from Lebanon designed different training programs. The two companies designed training programs that focuses on short-term skills and development programs for long-term abilities. The study concluded that training programs benefited employees in the two companies by improving their level of productivity.

In a study on the importance of training and development in employee performance and evaluation based on a qualitative research approach<sup>82</sup>. The authors emphasized the contemporary business organizations are becoming more aware of the significance of training and development. The study used employee performance as the dependent variable indicating its impact on the bottom line of an organization while the importance of training and development as the independent variable. The findings revealed that employee training and development assists the organization and employees in attaining diverse goals, such as improving morale, sense of security, employee engagement, and overall competencies necessary to perform a particular job.

Also, training and development was considered as imperative towards employee productivity through work engagement based on empirical evidence from higher education sector in Malaysia<sup>83</sup>. The purpose of their study was finding ways of increasing the levels of employee productivity towards the enhancement of organizational success. The utilized primary data from a survey instrument issued to

a sample of 242 employees at public universities in northern Malaysia. The results indicated that when employees are trained via work engagement there is significant positive effect on productivity.

From a study done in Pakistan, the impact of training and development on employees' performance and productivity based on a case study of United Bank Limited Peshawar City, Pakistan was examined<sup>84</sup>. The study investigated whether training and development has impact on employees' performance and productivity. The study adopted quantitative research approach in nature using data collected through primary sources from questionnaires surveys from sample of eight united banks limited were selected using eighty (80) respondents. The variables in the study were training and development (Independent) and employees' performance and productivity. The findings revealed that training and development is an important aspect of HRM linked to skilled and capable employees for better productivity and performance.

Another study considered training and development as a tool for employee performance in the district assemblies in Ghana<sup>38</sup>. The study used descriptive research approach with a sample of fifty (50) full time staff members of Kumasi Metropolitan Assembly. The study found that there exists direct relationship between training and development and employee performance. In addition to this, the results indicated a significant relationship between training and development and job satisfaction.

Also, training and development have become the popular words in the dynamic competitive market environment based on the fact that training and development contribute to human resource quality that differentiates a great organization from a good one. The study considered the impact of employee training and development on employee productivity through presentation of extensive literature review on the study variables. The study found that employees require continuous learning and updating of the skill and knowledge invaluable, due to the organizational, technological and social dynamics. Thus, training and development was linked to achieve optimum returns from investment

by business organizations. Therefore, training and development is vital to the productivity of organization's workforce<sup>85</sup>.

Consequently, the relationship between human resource management (HRM) and productivity is established based on the relevance of training and development. In essence, HRM is placed more generally within the literature on management practices and productivity. The authors started with some facts on levels and trends of both HRM and productivity and the main economic theories of HRM. It was concluded that the determinants of HRM – training and development, teamwork, policies and regulation impact on productivity<sup>86</sup>.

### **2.3.2 Motivation and Production Efficiency**

An empirical study of employees' motivation and its influence job satisfaction, based on predictors such as productivity and performance, established positive correlation<sup>87</sup>. The study adopted quantitative research approach using a survey method with sample size of 140 respondents. The study findings were indicative of the significant influence elements of motivation such as compensations, rewards, incentives and recognition have on job satisfaction which is translated to increased quality of work done.

In a study done in Budapest on the effect of motivation on employee performance in 2020, it was argued that the extent of performance by an employee is based on the level of motivation to be productive. The study utilized descriptive research method and survey method with quantitative data processing and analysis through parametric statistical techniques. The findings established from the study how motivation affects the level of commitment to work done and ensuring effectiveness and efficiency in productivity and production<sup>88</sup>.

Likewise, a study done in Nigeria, focusing on employee motivation and productivity from the perspective of a review of literature and implications for management practice, established that a substantial body of theory and empirical evidence exists to attest to the fact that motivation and productivity are concepts which have immense influence in management and organizational behaviour<sup>89</sup>. The authors conducted a review of some of the key theories and empirical studies on motivation and its impact on employee productivity drawing experiences from diverse organizational settings in Nigeria and several other countries. The study revealed that there are different factors to consider in motivating employees: some monetary or financial such as pay and others are non-financial like recognition and challenging jobs.

From another study done on the impact of motivation on the employee performance and job satisfaction. The authors argued that employees will contribute to the efficiency of a production system only if they are motivated in the right way. The study used a quantitative research approach with sample size of 133 respondents. The results from data analysis indicated that motivation plays an important role toward the performance of employees and job satisfaction in the IT Park (software house) sector of Peshawar, Pakistan<sup>90</sup>.

A study on motivation, performance and efficiency, emphasized the link between human resource management constructs and organizational performance indicators<sup>91</sup>. The author focused on the importance of motivating the employees and underlines the motivation as a key factor which influences the performance of employees, their efficiency and efficiency of the company. The study utilized a qualitative research method based on review of previous studies establishing the relationship and connection between motivation, performance and efficiency, also how each other influences and highlights the factors which affect the increase of performance maintaining the high motivation of employees.

Also, a study on the electronic industry in China focused on the impact of motivation on employee performance. The focus is on the use of motivation within human resource management to target increasing performance. The study adopted the descriptive and explanatory design using survey questionnaire to a sample size of 100 employees from electronic manufacturing company in China. The study found that motivation through training and development, reward and recognition, and delegation of authority has significant impact on performance of employees<sup>92</sup>.

Further examination into motivation and production efficiency through employee productivity was done in 2014 in Nnewi, Nigeria. The study focused on manufacturing firms in Nnewi, Anambra state using quantitative research approach in terms of descriptive and inferential statistics. The sample size was made up of 150 employees of the selected manufacturing firms. Based on the findings of the study productivity of manufacturing firms was significantly linked to level of motivation in terms of salaries, bonuses, commissions, and overtime allowances<sup>93</sup>.

In congruence, an empirical study was carried out on the fact that motivation and performance of the employees are essential tools for the success and survival of any organization. The study used extensive literature review to further buttress its point and found that on the one hand, measuring performance is critical to organization's management, because it highlights the growth and performance of the organization. On the other hand, there is a positive correlation between employee motivation and organizational effectiveness in production capacity<sup>94</sup>.

### **2.3.3 Rewards and Production Efficiency**

Insights to how reward plays significant role in production efficiency based on input from employees were put forward in a study done in Delta state in Nigeria<sup>95</sup>. The authors investigated reward management and organizational performance of workers in Delta state. The study was done centering on descriptive research design with sample of 400 respondents. The findings disclosed that the end

result for a reward system is to motivate the workers to realize the goals and objectives of the organization. The authors concluded that rewards can be seen as a booster to better productivity achievement and that reward management has a positive relationship with the level of performance as much as the reward motivates workers to perform.

An in-depth study on the impacts of reward system on employee performance, showed that rewards is pivotal to an organization in managing employees' performance<sup>96</sup>. This study examined different forms of reward systems, including intrinsic and extrinsic rewards. This study followed a quantitative research approach and distributed 132 sets of questionnaires to selected participants using convenience sampling. The results showed that all variables of rewards system have a significant impact on employees' performance.

Similarly, incentives were investigated as an element of reward that predicts employee's productivity<sup>97</sup>. The study adopted quantitative research approach to investigate the effects of incentives on employee's productivity. The sample size in the study were 108 respondents and data was analyzed using Pearson Product Moment Correlation Coefficient. The findings of this study revealed that there was a positive relationship between incentives and productivity, alongside monetary incentives, another key factor in motivating employees is to involve them in the process aimed at attaining organizational effectiveness because without their co-operation the organization cannot perform.

In an empirical study done among 400 employees of Zenith Bank Plc branches in Nigeria in 2018, asserted that rewards management are effective tools for improving employee performance in a private sector organization<sup>42</sup>. The authors used descriptive research design and evaluated employee performance with respect to how they are involved in production of quality banking services. The major conclusion from their study was that rewards management in human resource management can

help managers to effectively enhance production capabilities of employees as employees work harder when rewards are higher.

Also, another study conducted in Pakistan in 2017 evaluate the impact relationship between intrinsic rewards and extrinsic rewards on employee performance: The authors used Courier Companies of City Faisalabad, Pakistan as case study and surveyed 60 employees. The results indicated that employees were more driven to perform with respect to extrinsic rewards such as salaries, bonus pay, allowances and financial incentives rather than intrinsic rewards such as recognition, passion and fulfillment<sup>98</sup>. The study concluded significant positive relationships between extrinsic rewards and employees job performance, showing that the individuals enjoyed the payment given security and the environment in the work place including their relationship among employees and at the same time enhancing productivity levels. These results agreed with Abraham Maslow Hierarchy of needs stating the physical, security and social needs are all linked to extrinsic rewards that influences employees to do more on their jobs.

Also, another study from Nigeria, examined performance and reward systems in organization<sup>99</sup>. The authors established their argument around the premise that reward systems act as a powerful tool which may lead to increased efficiency of employees in service delivery. The study therefore, identified the needs for financial and non-financial rewards in achieving the primary aim of organization for efficiency and effectiveness in workplace. The study was anchored on interpretative understanding of Herzberg theory on two factor perspectives and has the potential to contribute to a better understanding of employees' attitude, performance and perception towards achievement of organizational set goals and objectives. The findings stated that different modes of reward, factors influencing rewards system and performances as well as motivation on performances.

Furthermore, studies done in Kenya in 2016 confirmed the role of reward systems in increasing employee motivation in commercial banks towards operational duties. The authors particularly investigated the role performance-based and social reward systems on employee motivation using a descriptive survey research design with sample size of 95 respondents. The study opined a positive and statistically significant relationship between performance-based reward system, career reward system and employee motivation. The study concluded that the career rewards were crucially important in enhancing employee's motivation to do work in a productive and efficient manner<sup>100</sup>.

Again, in Pakistan some scholars studied the influence of intrinsic and extrinsic rewards on employee performance: the banking sector of Pakistan<sup>101</sup>. The study confirmed significant influence of intrinsic and extrinsic rewards in the light of Herzberg's two factor theory in impacting banking employees' job satisfaction and job performance. The study employed a descriptive research design with sample size of 200 bank employees in Pakistan. The findings from data analysis in the study showed that respondents agree that intrinsic and extrinsic rewards increase overall job satisfaction and performance of employees. The following intrinsic rewards were found significantly and positively correlated with self-reported employees' performance for the year: Security, Ability Utilization, Social Service, Variety, Moral Values, Activity, and Authority. On the other hand, the following extrinsic rewards were found to be significantly and positively correlated with employees' performance: recognition, supervision-human relations, advancement, and relationship with co-workers.

#### **2.3.4 Health and Safety and Production Efficiency**

A study on the nexus between improving the safety-performance emphasized the moderating and mediating influence of work motivation in the causal link between occupational health and safety

management practices and work performance in the oil and gas sector in Ghana<sup>102</sup>. The authors reviewed key concepts of the job demand-resource model (JD-R), self-determination theory (SDT), and perceived organizational support for safety theory (POSS) in developing an all-inclusive conceptual model that explores the moderating and mediating impacts of job motivation on the causal link between OHSM practice and job performance in the fossil fuel space. This study measures occupational health and safety practices from the perspective of six different safety dimensions and job performance, using a two-dimensional differential structure that assesses different aspects of positive work behaviour. A quantitative research approach was used by applying the analytical technique of structural equation modelling. A total of 1310 participants were selected through stratified, targeted and pragmatic sampling techniques from three major organizations representing the downstream, upstream and midstream of Ghana's oil and gas space. The results of path estimation through SEM analysis show that OHSM practices have a positive and significant effect on both safe operations and on duty performance of employees. However, OHSM practices indicated a significantly higher positive effect on task performance than safety performance. The significant influence of OHSM practices on both safety and task performance was significantly determined by work motivation albeit moderated and mediated.

Empirical investigation was done in Nigeria, Rivers state in 2020 on the impact of industrial health and safety on employee performance based on case study of manufacturing firms. The quantitative research approach was used through a structured questionnaire to 282 workers. The result of the study indicated that health and safety practices, especially training has significant effect on employees' job performance. It was concluded that employees' low performance can be attributed to both low health and safety practices and lack of personal protecting equipment (PPE) and management commitment to health and safety programs<sup>103</sup>.

In addition, scholars carried out a study in two Australian aircraft manufacturing facilities in 2018 to investigate the balance between safety and productivity and its relationship with human factors and safety awareness and communication in aircraft manufacturing<sup>104</sup>. The study used survey research design with sample size of 71 workers. The results indicated that workers were sufficiently aware of how human factors and safety rules influence performance. The study concluded that safety and productivity are significantly positively correlated

Also, a study carried out in Mbooni West district of Mbooni Subcounty investigated how to maintain health and safety at workplace. The study used descriptive research design with sample size of 40 respondents. The findings indicated that majority of the teaching staff were not involved in the training programs that would equip them with safety skills in their workplace. Most of them were not involved in discussing safety policies in the workplace and this significantly negatively impacted the safety of teachers at workplace affecting their preparedness on matters pertaining health hazards and reducing general productivity performance<sup>105</sup>.

In the construction industry in Gaza, Palestine, an empirical study was carried out and confirmed the connection between occupational health and safety (OHS) and increasing employee productivity. The authors emphasized strategies that effectively promote both safety and productivity during a construction task. The study adopted quantitative research with a sample size of forty-three respondents. The findings indicated that training workers to carry out works properly, especially in the new types of work" factor has been ranked in the 1st position with regard to its importance in sustaining safety and productivity of project The study concluded that safety strategies fall under five major groups; planning, training, monitoring, communication skills, and inspection<sup>106</sup>.

A study done in 2010 in Zimbabwe food industry confirmed the impact of occupational health and safety on worker productivity. The study used quantitative research approach targeting production

supervisors, shop floor employees and industrial clinic nurses. The sample size of 73 main workers and 50 casual workers. The study found out that occupational health and safety related problems negatively affect workers' productive capacity in the food industry resulting in reduced worker volume of output<sup>107</sup>.

In culmination, a study done in 2007 to investigate if there a link between workplace health and safety and firm performance and productivity found that contemporary organizations take human resource management element of health and safety as vital strategies to ensure efficiency in production<sup>108</sup>. The authors focused on the connection between occupational health and safety (OHS) and increasing employee productivity and performance. The objective was based on occupational health and safety academics being recognized for the social benefits of introducing improved health and safety standards. However, there is debate as to whether or not introducing improvements can actually increase measurable economic benefits. The authors used a qualitative research approach based on a comprehensive literature review and found that health and safety sets the workplace for productivity.

#### **2.4 Conceptual Framework**

The key variables of this study include human resource management as the independent variable and production efficiency as the dependent variable. Credible human resource management scholars have opined that the effective acquisition, management and utilization of people element is captured in human resource management<sup>61</sup>. Production efficiency has been defined as the ability to maximize production output through efficient capacity utilization, fewer machine breakdown and enhanced product quality. Organizational productivity (output/input) measures how well an organization is performing and is also an indication of the efficiency and competitiveness of a unit or division.

Production efficiency is seen as a measure of productivity with respect to the degree to which resources are brought together in an organization and used to achieve a set of results <sup>109</sup>.

Here, the effect of human resources development on organizational productivity is considered. It is well known that a company cannot exist without people, so human resource development is very important for all organizations, from small businesses to large corporations. It shows that one of the main functions of talent development is to motivate employees to work to achieve sales growth and profitability. We will also look at the method of training and development that will be gathered from the source of our information. For example, companies are training their employees less by role-playing due to lack of funds to participate in such trainings. The use of competent personnel in the company will also lead to increased productivity. This means that human resources employed in any organization, whether for-profit or not-for-profit, small or large, must be able to leverage other available business resources to ensure their full utilization with the aim to positively influence productivity. It will also be established beyond doubt that the adoption of human resources development, motivational tools, training, etc. enable workers to be more efficient in their different jobs. Even though the analysis is related to private enterprise, the necessity of the study is to recognize the validity of the fact in all aspects of human enterprise, whether private or public enterprise. It is no longer necessary to overemphasize what effective human resource development can do for any organization that embraces the practice.

Human capital is sometimes used synonymously with human resources, although human capital refers to a narrower view that is, the knowledge the individual can contribute to an organization. Other terms sometimes used include talent, manpower, labour or simply people<sup>110</sup>.

Additionally, it argued that the quality of labour in production management is based on several factors such as education and training, personal health, organization of labour work conditions,

attitudes towards the work, relationship between the senior management and junior management level worker.

Also, in the study of strategic human resource management practices and organizational growth, the authors adopting qualitative research approach revealed that it is necessary for organizations to utilize the human resources effectively in order to enhance production management efficiency with respect to maximizing volume of output and minimizing wastages<sup>23</sup>.

While investigating the effects of human resource systems on manufacturing performance and turnover based on empirical taxonomy of identifying two types of human resource systems, “control” and “commitment,” it was opined that strategic human resource proposition based on specific combinations of policies and practices are useful in predicting organizational performance and turnover<sup>111</sup>.

In the study of relationship between human resources and strategic performance based on the mediating role of productivity. The authors placed emphasis on how human resources make significant contribution to productivity of organizations especially when they are trained and skilled with production capabilities<sup>112</sup>.

An in-depth look at the effects of HRM practices, lean production practices and lean duration on performance with data collected from the firms operating in Sri Lanka, which fulfilled the selection criteria set for the study, the authors found that lean production practices and operational performance are facilitated by effectiveness of HRM practices<sup>113</sup>. Considering the current situation in the world, where innovations are rapidly disruptive and competition is fierce, organizations need to re-evaluate their human resource strategies to adapt to these challenges. Typically, the HR manager's duties focus on recruiting, selecting, orientations, training, analyzing and evaluating jobs, labor relations,

performing appraisals, and more. These are the ideas that were imported from the transition from personnel management to human resource management<sup>114</sup>.

The human resource is critical in production management in an organization, the need for effective HR strategy. Based on the above literature review the conceptual model of this study is diagrammatically expressed below:

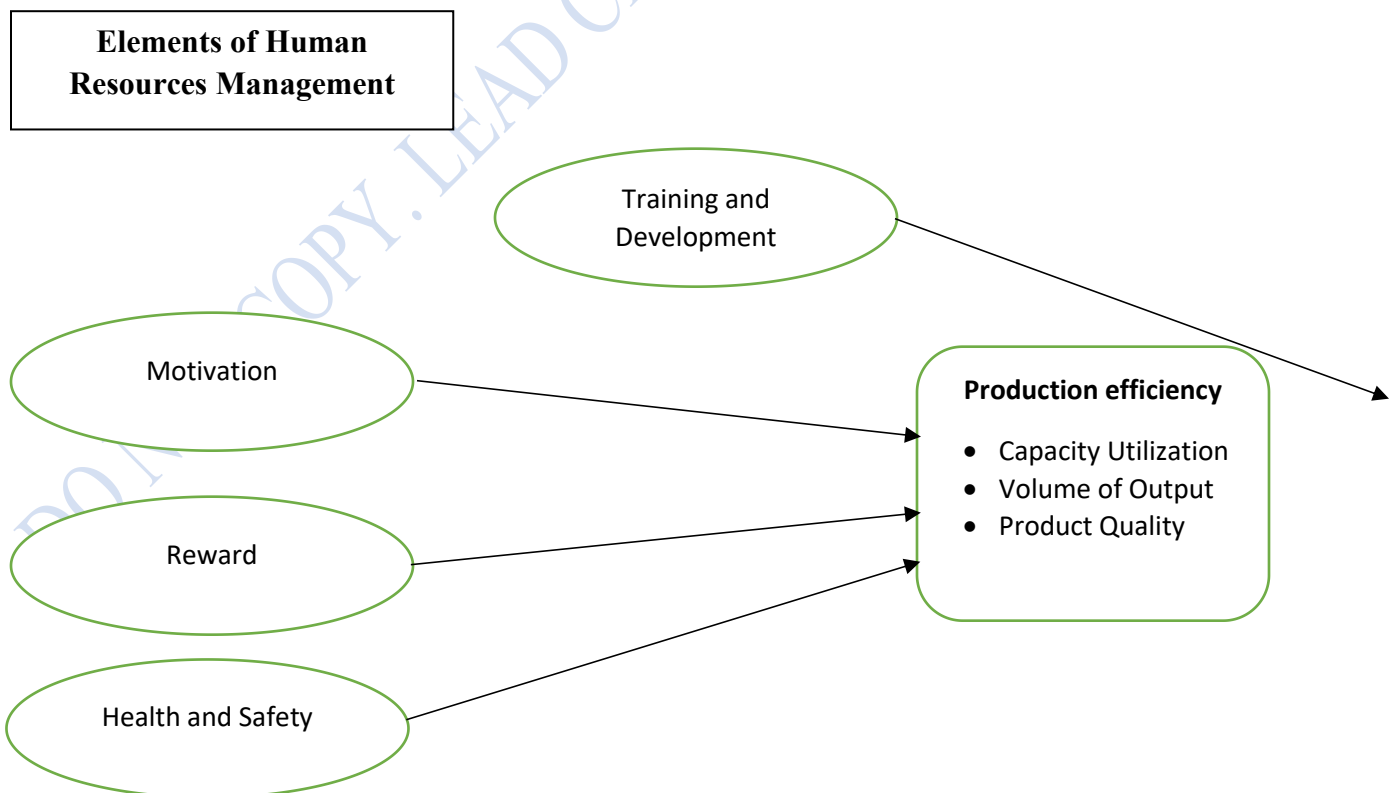


Figure 2.2: Effects of Human Resources Management on Production Efficiency

Source: Author's Compilation, 2022

The explanation of the above model is based on the core of this research to investigate certain factors of human resource management and their influence on production efficiency in contemporary business organizations. Hence each factor is being investigated as measures of human resources management which can enhance or limit production efficiency.

The model of this study is adapted majorly from previous studies<sup>23,61,111</sup>. This is based on linking the relevance of human resources management to operation and production management. Thus, this current study is to investigate the relationship between human resource management and production efficiency. As mentioned earlier the independent variables are the human resource management components training and development, motivation, rewards and, health and safety, while the dependent variable is production efficiency in terms of capacity utilization, volume of output and quality

**Model Specification**

$$PE = F (TD, M, R \text{ and } HS)$$

$$PE_{it} = \beta_0 + \beta_1TD_{it} + \beta_2M_{it} + \beta_3R_{it} + \beta_4HS_{it} + e_{it} \dots \dots \dots \text{Equation 1}$$

Where:

PE = Production Efficiency (with proxy for capacity utilization, volume of output and quality)

TD = Training and Development

M = Motivation

R = Reward

HS = Health and Safety

$\varepsilon_{it}$  = Error term

$\beta_0$  = is the intercept

$\beta_1 - \beta_4$  = are the parameters to be estimated in the equation

## 2.5 Summary of Gaps in Literature

The purpose of this study is to examine the influence of human resource management on production efficiency in FMCG organizations in Nigeria. Previous research on the effects of human resource management are shown below:

A study on the relationship between human resources and strategic performance: The mediating role of productivity. The researchers were of the opinion that Employee productivity is increased through human resources management that focused on strategic organizational performance. The study findings cannot be easily generalized as it is limited to Jordan companies; A study in Nigeria may yield different outcome<sup>23</sup>.

In another study, the findings on the effects of HRM practices, lean production practices and lean duration on performance suggested that HRM Practices supports lean production and lean duration on performance. Also, the study is foreign focused (Sri Lanka) and cannot be generalized for Nigeria manufacturing firms<sup>111</sup>.

A study on the efficiency of human resource management, the differences in actual/perceptual performance evaluations found that efficiency in human resource management accounts for differences in actual and intended performance. The main gap is based on the foreign nature of the study which may not be easily applicable to the Nigerian business environment<sup>25</sup>.

A study on measuring the efficiency and effectiveness of the human resources training function at Orange Jordan found that human resources training helps in increasing measuring effectiveness and efficiency of productions. The study was carried out in Jordan with focus on Orange firms and cannot be directly comparable to manufacturing firms in Nigeria<sup>35</sup>.

A Case Study of Bonjus and Khatib & Alami companies; The researchers found that training has significant effect on employee performance. The study was done in foreign country focusing on Bonjus and Khatib & Alami Companies with respect to only training as a HRM practice which only addresses one of the four independent variables of this research and may not be directly applicable to Nigeria<sup>81</sup>.

The importance of training and development in employee performance and evaluation was reviewed indicating that there is significant importance of training and development in employee performance and evaluation. The study was done in foreign country outside Nigerian perspective<sup>82</sup>.

In the study of the impact of training and development on employees' performance and productivity; A case study of United Bank Limited Peshawar City, KPK, Pakistan. There exist a significant impact of training and development on employees' performance and productivity. The study was done in foreign country Pakistan which makes it not directly relatable to Nigeria because of perceived sociocultural differences<sup>84</sup>.

Research on the effect of motivation on employee performance revealed that there is a significant effect of motivation on employee performance. However, the study findings cannot be easily generalized as it is limited to companies in Budapest with respect to motivation and employee performance in production<sup>88</sup>.

Research on motivation, performance and efficiency. Suggested that there is an interlink between motivation, performance and efficiency. The gap was based on the inadequacy to capture forms of motivation that actually lead to production efficiency<sup>91</sup>.

Research on the impacts of reward system on employee performance showed that all variables of rewards system have a considerable impact on employees' performance. The gap in this study was that it was done outside the Nigerian business environment<sup>96</sup>.

The impact of Rewards (Intrinsic and extrinsic) on Employee Performance: With Special reference to courier companies of city Faisalabad, Pakistan was researched and the researchers found significant positive Impact of Rewards (Intrinsic and extrinsic) on Employee Performance: The study findings cannot be easily generalized as it is limited to companies in Pakistan and a study in Nigeria may give different outcome<sup>98</sup>.

In the research to identify the link between Workplace Health and Safety and Firm Performance and Productivity, the authors used a qualitative research approach based on a comprehensive literature review and found that health and safety sets the workplace for productivity. The gap in this study was based on the qualitative nature which may be deemed subjective<sup>108</sup>.

Research on the role of reward systems in enhancing employee motivation in commercial banks in Nakuru town, Kenya revealed that reward systems provide motivation for employees to be highly involved in production efficiency. The study findings cannot be easily generalized as it is limited to Kenya companies and a study in Nigeria may give different outcomes<sup>100</sup>.

Research on improving the safety–performance nexus; A study on the moderating and mediating influence of work motivation in the causal link between occupational health and safety management practices and work performance in the oil and gas sector revealed from the path estimate through the SEM analysis that OHSM practices positively and significantly influenced both safety performance

and task performance of employees. However, OHSM practices indicated a higher positive significant influence on task performance than safety performance. The gap in this study was that it was done in the Ghanaian oil and gas sector<sup>102</sup>.

Research on human resource strategy and production management adopting a resource-based view approach linked human resource strategy and production management. The gap is based on the fact that the variables used were mediating variables rather than those for cause and effect<sup>112</sup>.

Findings from research on strategic human resource management practices and organizational growth from a theoretical perspective showed that strategic human resource management practices significantly affect organizational growth. The study relates to overall performance within the organization<sup>109</sup>.

A study of employee motivation and productivity: a review of literature and implications for management practice explained that employee motivation leads to increased productivity. However, it did not involve a quantitative study<sup>89</sup>.

A journal review of performance and reward systems in organizations suggests that, there exists a tangible link between increased performance and reward systems in organizations. The gap was found in the fact that the study was not quantitative in nature<sup>99</sup>.

Research on effective reward management as a tool for improving employee performance in a private sector organization (A study of selected Zenith Bank Branches in Nigeria) indicated that effective reward management is necessary to drive employee productivity level for performance. The gap was that the study used only rewards as an element of HRM measurement unlike this study that considers training and development, employee motivation, employee reward and health and safety<sup>42</sup>.

Research on understanding the Impact of Industrial health and Safety on Employees Performance: A Study of Selected Manufacturing Firms in Rivers State, revealed that understanding and application

of industrial health and safety helps impact employees' performance in study of selected manufacturing firms in Rivers State. The study's findings cannot be easily generalized as it is limited to manufacturing firms in Rivers state Nigeria, whereas, the current study intends to find out what entails in FMCG manufacturing companies operating in Lagos state<sup>103</sup>.

In a study to research the effect of human resources development on organizational productivity, it was revealed that there is significant effect of human resources development on organizational productivity. The main gap in this study is that the respondents were limited to only senior managers of the organization which subjected the result to a possible senior management bias, however, for the current study, several levels of management were considered (senior, middle and lower).

Many of the literatures were conducted in different part of the world on the influence of human resource management. While few research was carried out in manufacturing firm in Rivers States Nigeria and another study in Zenith Bank Plc. Nigeria. However, this study is different as it researches of the influence of human resource management on production efficiency in some selected manufacturing firm in Lagos State, Nigeria.

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## **Chapter Three**

### **Methodology**

This chapter discussed the methodology used for this study. It includes the research design, sample population, sampling procedure and sample size, data collection methods and instrument, and method of data analysis.

#### **3.1 Research Design**

The methodology used in this study is based on a quantitative research approach made of descriptive research design to effectively answer the research questions and address the research objectives.

For the purposes of this study, a descriptive survey design was used, which allows for primary data collection to describe a large population with individuals as the unit of analysis.

The link between this chapter and the literature review is that, while the literature review offers an overview and synthesis of suitable sources that have been traversed, the research methodology emphasizes the methods employed by the researcher during this research.

#### **3.2 Population of the Study**

For the purpose of this study, the population comprised of employees of selected manufacturing firms in Nigeria which include Nestle Nigeria Plc with 2209 employees<sup>1</sup>, Cadbury Nigeria Plc with 1151 employees, Nigerian Bottling Company with 1860 employees and 7up Bottling company Limited with 1033 as at 2019 annual report and financial statement. This gives a total population of 6253 employees for this study. Due to the impracticality of covering all necessary respondents in the population, a sample was drawn from the headquarters of the selected manufacturing firms in Lagos state.

### 3.3 Sample Size

For the purposes of this study, the target sample size was obtained using Yamane's formula to calculate the sample size. The formula is

$$n = \left( \frac{N}{(1+N(e^2))} \right)$$

n = Sample size N = Total Population = 6253 e = Precision estimate. Confidence level is 95% and + or - 5%.

$$\left( \frac{6253}{(1+6253(0.05^2))} \right) = \left( \frac{6253}{(1+6253(0.0025))} \right) = \left( \frac{6253}{(15.6325)} \right) = 400$$

The sample size for the study is 400 which was divided proportionally based on the staff strength of each company.

However, to determine the proportion of respondents to be administered questionnaires in each company, the Bourley's Proportionate allocation formula<sup>2</sup> was adopted as shown in table 3.1. The formula is given as:

$$N_h = n \times \frac{n_h}{N}$$

Where  $N_h$  = Bourley Proportional allocation formula (questionnaire to be distributed per company)

$n_h$  = Population allocated to respondent groups (Number of employees per company)

n = Total Sample Size

N = Population of the Study

$$\text{Nestle Nigeria PLC} = \frac{2209 \times 400}{6253} = 141$$

$$\text{Cadbury Nigeria PLC} = \frac{1151 \times 400}{6253} = 74$$

6253

Nigerian Bottling Company =  $1860 \times 400 = 119$   
6253

7up Bottling Company =  $1033 \times 400 = 66$

**Table 3.1 Sample Size Distribution**

S/N	Name of FMCG Company	Number of Employee	Selected Sample Size
1.	Nestle Nigeria PLC	2209	141
2.	Cadbury Nigeria PLC	1151	74
3.	Nigerian Bottling Company	1860	119
4.	7up Bottling Company	1033	66
	<b>Total</b>	<b>6253</b>	<b>400</b>

Hence, 141 respondents were considered for Nestle Nigeria PLC, 74 respondents for Cadbury Nigeria PLC, while 119 respondents were considered for Nigerian Bottling Company and 66 respondents were considered for 7up Bottling Company Limited.

Also, care was taken to ensure that only competent select respondents with skill levels ranging from semi-skilled to skilled and management were handed questionnaires while casual workers were left out, to ensure that research relatable data are collected from respondents.

### **3.4 Sampling Technique**

Purposive sampling technique, a non-probability sampling where the researcher adopts personal/subjective judgement to select members of the population to take part in the survey was used to select the organization of choice sample for this study and simple random sampling was used to select respondents to be involved in the study.

### **3.5 Method of Data Collection**

The method of data collection for this study is majorly primary data sources from employees of the selected manufacturing companies in Nigeria.

The primary data was collected using a structured questionnaire.

### **3.6 Research Instrument**

Since most items in the questionnaire were intended to measure respondents' opinions on the effectiveness of the place element, a 4-point Likert scale was adopted for the research. The scale ranges from strongly agree, agree, disagree, and strongly disagree.

The questionnaire is split into two parts; Parts A and B. Part A focuses on the demographic background of respondents, i.e., age, gender, education level, marital status, etc., while Part B is the main part of the questionnaire and focus on relevant information to study variables in terms of human resource management and production efficiency.

### **3.7 Validity and Reliability of the Research Instrument**

The reliability was ensured by testing the instruments for the reliability of values (Alpha values)<sup>3</sup>. This was done by conducting a pilot study using Cronbach alpha. Cronbach Alpha values for each variable under study should not be less than 0.6 for the statements in the instruments to be deemed reliable<sup>4</sup>. Consequently, all the statements under each variable were adopted from previous studies and proven to be above 0.6.

Alpha Coefficient Range	Strength of Association
<0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
0.9	Excellent

Sources: Hair et.al (2003); Essential of Business Research Method.

Figure 3.1: Cronbach's Alpha Table.

Source: Rule of Thumb on Cronbach Alpha

### 3.8 Administration of Research Instrument and Method of Data Analysis

The data collected from the field study was analysed and presented using simple frequency tables and percentages. In testing the hypothesis, data obtained through questionnaire was analysed using Regression analysis. This is used to test the significance of the hypotheses at 5 percent level of significance. This is based on the fact that our sample size is large (i.e. greater than 30). The computer statistical package for social science (SPSS) software version 20.0 was used for the analysis of the data generated for this study based on 95 percent level of confidence.

### 3.9 Ethical Consideration

In any form of investigation done, ethical issues may arise in the process and all participants involved must display ethical behavior just as in other business aspects<sup>5</sup>. Pertaining to this study, ethical measures stood as a pertinent factor in order to eliminate bias for trustworthy outcomes to rely on.

In order to maintain ethics, there was a preservation of privacy and confidentiality during the data collection, analysis and evaluation process. All information relating to participants were kept confidential in order to maintain utmost privacy. Objectivity and integrity were displayed by the researcher at the different stages of research and all participants were respected and kept private.

Furthermore, the participants who took part in the research had the right to withdraw and not complete the surveys at any point in time

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## Endnotes

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<sup>2</sup> C. V. Achonu, B. C. Okoro, & E. A. Ozomadu, *Effects of Authoritative Classroom Management style on Performance of Students in Public Secondary Schools in Imo State*. **International Journal of Management and Marketing System**, 2019.

<sup>3</sup> C. R. Kothari, *Research Methodology, Methods and Techniques* (2nd ed.). New Delhi: New Age International limited, 2008.

<sup>4</sup> M. Saunders, P. Lewis, & A. Thornhill, *Research Methods for Business Students*, (5th ed.). Chapter 4 pp136-140. Edinburgh Gate Harlow Essex Pearson Education Limited, 2014.

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## Chapter Four

### Results and Discussion of Findings

This chapter focuses on the analysis of data collected from questionnaires administered to respondents in the study area. This chapter has the following major sections, firstly the analysis of demographic data of the study then analysis of the research questions and test of hypothesis. Finally, the discussions of findings were carried out. The study investigated human resource management and production efficiency in FMCG companies in Lagos, Nigeria. The sample size of 400 respondents that was used in this study consists of employees from Nestle Nigeria Plc, Cadbury Nigeria Plc, Nigerian Bottling Company and 7up Bottling Company. A total of four hundred (400) copies of the questionnaire were distributed out of which two hundred and ninety-three (293) copies of the questionnaire were returned and found usable which were sorted, edited and coded for data analysis. This gives response rate of 73.25% which proved suitable for a study of this kind.

#### 4.1 Presentation of Demographic Data

**Table 4.1: Gender of Respondents**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	161	54.9	54.9	54.9
	Female	132	45.1	45.1	100.0
	Total	293	100.0	100.0	

Source: Field Survey, 2022.

As shown in Table 4.1 above, it shows that 54.9% of total respondents are male, 45.1% of respondents are female. This implies that the majority of respondents are male. However, the

distribution suggests that the study is gender neutral, it includes all genders in selected production institutions.

**Table 4.2: Age of Respondents**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 21 years	0	0.0	0.0	0.0
	21 - 30 years	116	39.6	39.6	39.6
	31 - 40 years	120	41.0	41.0	80.5
	41 - 50 years	43	14.7	14.7	95.2
	Above 50years	14	4.8	4.8	100.0
	Total	293	100.0	100.0	

Source: Field Survey, 2022

Also, the table shows that 0.0% are below 21years of age, 39.6% of the total respondents fall within the age bracket of 21 - 30years, 41.0% within 31 - 40 years, 14.7% within 41 - 50years while 4.8% of the respondents fall within the age bracket of 51years and above. It can be inferred from this analysis that the majority of the respondents belong to the active force, with the age bracket of 31 to 40 years being the modal age.

**Table 4.3: Highest Educational Qualification**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE/GCE	3	1.0	1.0	1.0
	OND/NCE	48	16.4	16.4	17.4
	BSC/HND	172	58.7	58.7	76.1
	MASTERS	70	23.9	23.9	100.0
	Total	293	100.0	100.0	

Source: Field Survey, 2022

The table shows the respondent's educational qualification, 1.0% of respondents have SSCE/GCE, 16.4% have OND/NCE, 58.7% have BSC/HND, 23.9% have MASTERS. It can be inferred from this analysis that the majority of respondents have a BSC/HND as the highest degree and understand the variables of the study.

**Table 4.4: Years Working Experience of Respondents in the Manufacturing Organization**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	5	1.7	1.7	1.7
	1 – 3 years	64	21.8	21.8	23.5
	4 – 6 years	124	42.4	42.4	65.9
	7 – 9 years	30	10.2	10.2	76.1
	Above 10 years	70	23.9	23.9	100.0
	Total	293	100.0	100.0	

Source: Field Survey, 2022.

The table 4.4 further revealed the respondent's number of years of working in the manufacturing organizations. 1.7% of respondents have worked for less than 1 year, 23.8% have worked for 1 to 3 years, 42.4% of respondents have worked for 4 to 6 years, 10.2% of respondents have worked for 7 to 9 years and 23.9% of the respondents have worked for above 10 years. This shows that the majority of respondents have worked in selected manufacturing organizations for 4-6 years and have relevant experience with the research variables.

**Table 4.5: Management Level of Respondents**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top level	51	17.4	17.4	17.4

Middle level	209	71.3	71.3	92.2
Low level	23	7.8	7.8	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022

The table 4.5 further revealed the respondent's level of management in the manufacturing organizations. 17.4% of respondents are in top level management, 73.1% of respondents are in middle level management and 7.8% of respondents are in low level management, this shows that majority of respondents are in middle level management.

**Table 4.6: Department of the Respondents in the Manufacturing Organization**

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Operations/Production	165	56.3	56.3	56.3
Marketing/Sales	94	32.1	32.1	88.4
Human resources	24	8.2	8.2	96.6
Accounts/Finance	10	3.4	3.4	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022.

The table 4.6 further revealed the respondent's department in the manufacturing organizations. 56.3% of respondents are in operations/production department, 32.1% of respondents are in marketing/sales department, 8.2% of respondents are in human resources department and 3.4% of respondents are in account/finance department This shows that majority of respondents are in operations/production department in the manufacturing organizations.

## 4.2 Presentation of Research Questions

**Table 4.7: I am Opportune to Attend Training and Development that are Relevant to my Job in this Organization**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	191	65.1	65.1	65.1
	A	94	32.1	32.1	97.2
	D	8	2.7	2.7	100.0
	SD	0	0.0	0.0	100.0
	Total	293	100.0	100.0	

Source: Field Study, 2022

Table 4.7. shows that 65.1% of the respondents strongly agreed to the statement that “I am opportune to attend training and development that are relevant to my job in this organization”, 32.1% of respondents agree, 2.8% disagree while 0.0% of respondents strongly disagree. As a result, a majority of respondents strongly agree that they are opportune to attend training and development that are relevant to the job.

**Table 4.8: I Consider Adequate Training and Development as Essential to get the Task and Assignment Done**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	188	64.2	64.2	64.2
	A	97	33.1	33.1	97.3
	D	8	2.7	2.7	100.0

SD	0	0.0	0.0	100.0
Total	293	100.0	100.0	

Source: Field study, 2022

Table 4.8. shows that 64.2% of the respondents strongly agreed to the statement that “I consider adequate training and development as essential to get the task and assignment done” 33.1% of respondents agree, 2.7% of respondents disagree while 0.0% of respondents strongly disagree. Therefore, the majority of the respondents strongly agreed that they consider adequate training and development as essential to get the task and assignment done.

**Table 4.9: I Work Better When am well Trained to Complete Production Tasks**

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	200	68.3	68.3	68.3
A	93	31.7	31.7	100.0
D	0	0.0	0.0	100.0
SD	0	0.0	0.0	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.9. shows that 68.3% of the respondents strongly agreed to the statement that “I work better when am well trained to complete production tasks”, 31.7% of the respondents agreed, and 0.0% of the respondents disagreed while 0.0% of the respondents strongly disagreed. Hence, the majority of respondents strongly agreed that they work better when they are well trained to complete production tasks.

**Table 4.10: Training and Development as a HRM Component Assist in Increasing Level of Production Efficiency in this Manufacturing Company**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	218	74.4	74.4	74.4
	A	60	20.5	20.5	94.9
	D	9	3.1	3.1	98.0
	SD	6	2.0	2.0	100.0
	Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.10 shows that 74.4% of the respondents strongly agreed to the statement that “Training and development as a HRM component assist in increasing level of production efficiency in this manufacturing company”, 20.5% of the respondents agreed, 3.1% of the respondents disagreed while 2.0% of the respondents strongly disagreed. Hence, majority of the respondents strongly agreed that training and development as a HRM component assist in increasing level of production efficiency.

**Table 4.11: I am Self-motivated to be Committed to my Job in this Organization**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	179	61.1	61.1	61.1
	A	104	35.5	35.5	96.6
	D	9	3.1	3.1	99.7
	SD	1	0.3	0.3	100.0
	Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.11. shows that 61.1% of the respondents strongly agreed to the statement that “I am self-motivated to be committed to my job in this organization”, 35.5% of the respondents agreed, 3.1% of the respondents disagreed while 0.3% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that they are self-motivated to be committed to the job.

**Table 4.12: I Consider Being Adequately Motivated as Essential to get the Task and Assignment Done**

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	166	56.6	56.6	56.6
A	83	28.3	28.3	84.9
D	29	9.9	9.9	94.9
SD	15	5.1	5.1	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.12. shows that 56.6% of the respondents strongly agreed to the statement that “I consider being adequately motivated as essential to get the task and assignment done” 28.3% of the respondents agreed, 9.9% of the respondents disagreed while 5.1% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that they consider being adequately motivated as essential to get the task and assignment done.

**Table 4.13: I Work Better when am Well Motivated to Complete Production Tasks**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	194	66.2	66.2	66.2
A	92	31.4	31.4	97.6
D	3	1.0	1.0	98.6
SD	4	1.4	1.4	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.13 shows that 66.2% of the respondents strongly agreed to the statement that “I work better when am well motivated to complete production tasks”, 31.4% of the respondents agreed, 1.0% of the

respondents disagreed while 1.4% of the respondents strongly disagreed. Hence majority of the respondents agreed that they work better when they are well motivated to complete production tasks.

**Table 4.14: Motivation as a HRM Component Assists in Increasing Level of Production Efficiency in this Manufacturing Company**

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	199	67.9	67.9	67.9
A	91	31.1	31.1	99.0
D	3	1.0	1.0	100.0
SD	0	0.0	0.0	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.14. shows that 67.9% of the respondents strongly agreed to the statement that “Motivation as a HRM component assists in increasing level of production efficiency in this manufacturing company.”,31.1% of the respondents agreed, 1.0% of the respondents disagreed while 0.0% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that motivation as a HRM component assists in increasing level of production efficiency.

**Table 4.15: I am Rewarded Adequately upon Completion of an Assignment in this Organization**

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	159	54.3	54.3	54.3
A	117	39.9	39.9	94.2
D	13	4.4	4.4	98.6
SD	4	1.4	1.4	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.15. shows that 54.3% of the respondents strongly agreed to the statement that “I am rewarded adequately upon completion of an assignment in this organization”, 39.9% of the respondents agreed, 4.4% of the respondents disagreed while 1.4% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that they are rewarded adequately upon completion of an assignment.

**Table 4.16: I Consider My Salary as an Adequate Reward for the Tasks and Duties I Carry Out.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	219	74.7	74.7	74.7
	A	72	24.6	24.6	99.3
	D	2	0.7	0.7	100.0
	SD	0	0.0	0.0	100.0
	Total	293	100.0	100.0	

Source: Field Survey, 2022.

Table 4.16. shows that 74.7% of the respondents strongly agreed to the statement that “I consider my salary as an adequate reward for the tasks and duties I carry out”, 24.6% of the respondents agreed, 0.7% of the respondents disagreed while 0.0% of the respondents strongly disagreed. Hence majority of the respondents agreed that they consider their salary as an adequate reward for the tasks and duties.

**Table 4.17 The Rewards Given have a Positive Effect on my Level of Productivity**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	177	60.4	60.4	60.4
	A	91	31.1	31.1	91.5
	D	11	3.8	3.8	95.2

SD	14	4.8	4.8	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022.

Table 4.17. shows that 60.4% of the respondents strongly agreed to the statement that “The rewards given have a positive effect on my level of productivity”, 31.1% of the respondents agreed, 3.8% of the respondents disagreed while 4.8% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that the rewards given have a positive effect on level of productivity

**Table 4.18: Rewards as a HRM Component Assists in Increasing Level of Production Efficiency in this Manufacturing Company**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	168	57.3	57.3	57.3
	A	110	37.6	37.6	94.9
	D	9	3.1	3.1	98.0
	SD	6	2.0	2.0	100.0
	Total	293	100.0	100.0	

Source: Field Survey, 2022.

Table 4.18. shows that 57.3% of the respondents strongly agreed to the statement that “Rewards as a HRM component assists in increasing level of production efficiency in this manufacturing company”, 37.6% of the respondents agreed, 3.1% of the respondents disagreed while 2.0% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that rewards as a HRM component assists in increasing level of production efficiency

**Table 4.19: I am Well Aware of the Health and Safety Regulations Attached to Tasks and Duties in this Organization**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	SA	179	61.1	61.1	61.1
	A	104	35.5	35.5	96.6
	D	9	3.1	3.1	99.9
	SD	1	0.3	0.3	100.0
	Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.19. shows that 61.1% of the respondents strongly agreed to the statement that “I am well aware of the health and safety regulations attached to tasks and duties in this organization.”, 35.5% of the respondents agreed, 3.1% of the respondents disagreed while 0.3% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that they are well aware of the health and safety regulations attached to tasks and duties.

**Table 4.20: I Consider my Mental and Physical Health as Essential to be Productive in this Organization**

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	155	52.9	52.9	52.9
A	129	44.0	44.0	96.9
D	9	3.1	3.1	100.0
SD	0	0.0	0.0	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022.

Table 4.20. shows that 52.9% of the respondents strongly agreed to the statement that “I consider my mental and physical health as essential to be productive in this organization”, 44.0% of the respondents agreed, 3.1% of the respondents disagreed while 0.0% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that they consider mental and physical health as essential to be productive.

**Table 4.21: There is Adequate Implementation of Health and Safety in this Organization that Protects Employees during Production and Operation**

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	189	64.5	64.5	64.5
A	67	22.9	22.9	87.4
D	13	4.4	4.4	91.8
SD	24	8.2	8.2	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022.

Table 4.21. shows that 64.5% of the respondents strongly agreed to the statement that “There is adequate implementation of health and safety in this organization that protects employees during production and operation”. 22.9% of the respondents agreed, 4.4% of the respondents disagreed while 8.2% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that there is adequate implementation of health and safety in the selected manufacturing organizations, that protects employees during production and operation.

**Table 4.22: Health and Safety as HRM Components Assists in Increasing Level of Production Efficiency in this Manufacturing Company**

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	209	71.3	71.3	71.3
A	77	26.3	26.3	97.6
D	3	1.0	1.0	98.6
SD	4	1.4	1.4	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.22. shows that 71.3% of the respondents strongly agreed to the statement that “Health and Safety as HRM components assist in increasing level of production efficiency in this manufacturing

company”. 26.3% of the respondents agreed, 1.0% of the respondents disagreed while 1.4% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that there is health and safety as HRM components assists in increasing level of production efficiency.

**Table 4.23: This Organization has High Levels of Capacity Utilization in Terms of Efficient use of Raw Materials and Man-Hours in the Production Process**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	181	61.8	61.8	61.8
	A	104	35.5	35.5	97.3
	D	8	2.7	2.7	100.0
	SD	0	0.0	0.0	100.0
	Total	293	100.0	100.0	

Source: Field Study, 2022

Table 4.23. shows that 61.8% of the respondents strongly agreed to the statement that “This organization has high levels of capacity utilization in terms of efficient use of raw materials and man-hours in the production process”, 35.5% of the respondents agreed, 2.7% of the respondents disagreed while 0.0% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that manufacturing organization they work in have high levels of capacity utilization in terms of efficient use of raw materials and man-hours in the production process.

**Table 4.24: The Volume of Output has been Increasing Year on Year Indicating Increased Production Efficiency in this Organization**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	188	64.2	64.2	64.2
	A	97	33.1	33.1	97.3
	D	8	2.7	2.7	100.0
	SD	0	0.0	0.0	100.0
	Total	293	100.0	100.0	

Source: Field study, 2022

Table 4.24. shows that 64.2% of the respondents strongly agreed to the statement that “The volume of output has been increasing year on year indicating increased production efficiency in this organization” 33.1% of the respondents agreed, 2.7% of the respondents disagreed while 0.0% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that the volume of output has been increasing year on year indicating increased production efficiency in their manufacturing organization.

**Table 4.25: This Organization Has Recorded High Product Quality Year on Year and it is Critical in Determining Production Efficiency**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	200	68.3	68.3	68.3
	A	93	31.7	31.7	100.0
	D	0	0.0	0.0	100.0
	SD	0	0.0	0.0	100.0
	Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.25 shows that 68.3% of the respondents strongly agreed to the statement that “This organization has recorded high product quality year on year and it is critical in determine production of efficiency”, 31.7% of the respondents agreed, 0.0% of the respondents disagreed while 0.0% of the

respondents strongly disagreed. Hence majority of the respondents strongly agreed that their manufacturing organization has recorded high product quality year on year and it is critical in determining production efficiency.

**Table 4.26: Production Efficiency is Measured in this Organization through Quality and Volume of Output**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	200	68.3	68.3	68.3
	A	93	31.7	31.7	100.0
	D	0	0.0	0.0	100.0
	SD	0	0.0	0.0	100.0
	Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.26 shows that 68.3% of the respondents strongly agreed to the statement that “Production efficiency is measured in this organization through quality and volume of output”, 31.7% of the respondents agreed, 0.0% of the respondents disagreed while 0.0% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed that production efficiency is measured in this organization through quality and volume of output

**Table 4.27: There is Significant Relationship between HRM and Production Efficiency in this Organization**

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	215	73.4	73.4	73.4

A	78	26.6	26.6	100.0
D	0	0.0	0.0	100.0
SD	0	0.0	0.0	100.0
Total	293	100.0	100.0	

Source: Field Survey, 2022

Table 4.27 shows that 73.4% of the respondents strongly agreed to the statement that “There is significant relationship between HRM and production efficiency in this organization”, 26.6% of the respondents agreed, 0.0% of the respondents disagreed while 0.0% of the respondents strongly disagreed. Hence majority of the respondents strongly agreed there is significant relationship between HRM and production efficiency in this organization

### 4.3 Presentation of Test of Hypotheses

#### Hypothesis One

There is no significant effect of training and development of employees on production efficiency in FMCG organizations in Nigeria.

#### Regression Analysis

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.845	.714	.700	1.008

a. Predictors: (Constant), Training and development

##### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.551	1	3.551	3.022	0.01
	Residual	308.694	292	5.250		
	Total	312.245	293			

- a. Dependent Variable: production efficiency  
 b. Predictors: (Constant) training and development

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	f	Sig.
1	(Constant)	2.890	0.203	0.234	14.265	0.000
	Training and development	0.120	0.046	0.714	1.529	0.01

- a. Dependent Variable: production efficiency

R square value = .714 shows that 71.4% of the dependent variable can be accounted for by the independent variable. The regression table shows F value is 3.022 at 0.01 significant level ( $p < 0.05$ ) which shows that the null hypothesis one should be rejected and the alternative hypothesis one should be accepted, thus indicating that there is significant effect of training and development of employees on production efficiency in FMCG organizations in Nigeria.

**Hypothesis Two**

There is no significant effect of employee motivation on production efficiency in FMCG organizations in Nigeria

**Regression Analysis**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.880	.774	.711	1.107

- a. Predictors: (Constant), employee motivation

**ANOVA<sup>a</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
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1	Regression	3.500	1	3.500	3.280	0.02
	Residual	311.604	292	1.067		
	Total	315.104	293			

a. Dependent Variable: production efficiency

b. Predictors: (Constant) employee motivation

#### Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	f	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.888	0.220	0.267	14.005	0.000
	Motivation	0.100	0.0142	0.774	1.529	0.02

a. Dependent Variable: production efficiency

R square value = .774 shows that 77.4% of the dependent variable can be accounted for by the independent variable. The regression table shows F value is 3.280 at 0.02 significant level ( $p < 0.05$ ) which shows that the null hypothesis two should be rejected and the alternative hypothesis two should be accepted, thus indicating that there is significant effect of employee motivation on production efficiency in FMCG organizations in Nigeria

### Hypothesis Three

Rewards do not significantly affect production efficiency in FMCG organizations in Nigeria.

### Regression Analysis

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903	.815	.800	1.0552

a. Predictors: (Constant), Rewards

#### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.110	1	3.110	2.904	0.01
	Residual	312.640	292	1.071		
	Total	315.750	293			

a. Dependent Variable: production efficiency

b. Predictors: (Constant), Rewards

#### Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	f	
1	(Constant)	2.800	0.211	0.234	14.265	0.000
	Rewards	0.100	0.046	0.815	1.529	0.01

a. Dependent Variable: production efficiency

R square value = .815 shows that 81.5% of the dependent variable can be accounted for by the independent variable. The regression table shows F value is 2.904 at 0.01 significant level ( $p < 0.05$ ) which shows that the null hypothesis three should be rejected and the alternative hypothesis three should be accepted, thus indicating that rewards significantly affect production efficiency in FMCG organizations in Nigeria.

#### Hypothesis Four

There is no significant effect of health and safety on production efficiency in FMCG organizations in Nigeria.

#### Regression Analysis

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721	.519	.500	1.033

a. Predictors: (Constant), health and safety

#### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.501	1	3.501	3.331	0.03
	Residual	307.004	292	1.051		
	Total	310.505	293			

a. Dependent Variable: production efficiency

b. Predictors: (Constant) health and safety

#### Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	f	
1	(Constant)	2.800	0.203	0.234	14.265	0.000
	Health and safety	0.101	0.06	0.519	1.529	0.01

a. Dependent Variable: production efficiency

R square value = .519 shows that 51.9% of the dependent variable can be accounted for by the independent variable. The regression table shows F value is 3.331 at 0.03 significant level ( $p < 0.05$ ) which shows that the null hypothesis one should be rejected and the alternative hypothesis one should be accepted, thus indicating that there is significant effect of health and safety on production efficiency in FMCG organizations in Nigeria.

#### 4.4 Discussion of Findings

This study investigated the influence of human resource management on production efficiency based on insights from selected FMCG organizations in Lagos state Nigeria. Based on the analysis of the collected data from the respondents who are employees of selected manufacturing organizations, the following findings are discussed as well as tests of hypotheses. There were four hypotheses tested. All the null hypotheses were rejected.

### **Training and Development**

The study found that there is significant effect of training and development of employees on production efficiency in FMCG organizations in Nigeria in Lagos state. This is in line with previous studies expressing that the concept “training and development” plays an important role in human resource management in enhancing production efficiency<sup>1,2</sup>. Also, the findings of this study gave insight to the fact that through training and development employees are positioned in a manner that improves the capacity utilization of production and operations in manufacturing organizations. In essence, a well-trained employee would make a better and more economic use of materials and equipment which would go a long way in positively contributing to production and operation process in terms of minimize wastage, maximizing volume of output and ensuring quality. The need for effective learning, training and development for human resources of an organization cannot be over emphasized this is because no organization can rise above the quality of its human resource. This is also in line with previous studies where it was stated that through training and development the capabilities of the employees are enhanced to address diverse challenges around production and operations<sup>3,4</sup>. In essence, the findings of this study asserted that human resource management through the process of training and developing workers to be able to contribute to production process and ensuring that they are well equipped with knowledge and skills to operate machines, tools and equipment enhances production efficiency.

## **Employee Motivation**

The study findings also showed that there is substantial effect of employee motivation on production efficiency in FMCG organizations in Nigeria. Hence majority of the respondents stated that motivation is a major determinant in human resource management that is linked with employees carrying out their roles and responsibility effectively. This means that when workers are motivated rightly their contribution towards production efficiency in terms of minimizing waste of organizational resources is significant.

The findings from this current study agreed with previous empirical studies as regarding the use of motivation to direct employee behavior and performance. It has been asserted motivation in terms of intrinsic and extrinsic variables such as positive feeling of work, recognition and salary, drive employees to be productive<sup>5,6</sup>. Motivation is an element of human resource management that is contributory to how workers take on tasks in production process, in an efficient and effective manner. It was therefore pointed out from this study that motivation increases the worker's effort to increasing the volume of output in the production capacity and capability. Also, motivation of employees boosts an organization to be more successful because the employees are constantly looking for improved practices to do their work, so it is essential for organizations to persuade motivation of their employees. Getting employee to do their best in their work, even in strenuous circumstances is one of the employees most obvious challenge and this can be made possible through motivating them.

## **Employee Reward**

Furthermore, the findings from this study indicated that rewards have significant effect and influence on production efficiency. Most of the respondents emphasized that the reward system used in the organization was commensurate to the work effort with the production process.

The study showed that human resource management practices and policies in the line of rewards and incentives tend to make workers more productive. The study agreed with assertion that rewards are required as the exchange for employee doing their job and producing desired results<sup>7</sup>. Likewise, it was asserted in this study that rewards can be a positive and negative force for workers, from the positive perspective it can enable workers to work more and be productive, however rewards can make workers complacent and lack creativity<sup>8,9</sup>.

A motivated person will produce good results because employees know that there is a reward waiting at the end of each month. The reward system has a huge impact on organizations to retain and motivate employees and achieve high levels of performance.

### **Employee Health and Safety**

Finally, the results of this study indicate that there is a significant health and safety effect on production efficiency in FMCG organizations in Nigeria. The respondents stated that mental and physical health are key to employee behavior and productivity.

Health and safety are contemporary tools in human resource management that seeks to focus on employee well-being for the purpose of harnessing their potentials towards organizational productivity. The study found that health and safety as human resource management components had moderate effect on production efficiency as compared to other human resource management tools. This was ascribed to the intangible and variability nature of the reception of health and safety across employees. The findings were not in line with previous studies, which mentioned that health and safety is pivotal for workers to be productive<sup>10,11</sup>.

Hence, the argument from this study is that health and safety ensure workers are in good conditions to work, however, it may not translate to production efficiency as other variables are more tangible

towards influencing workers and affecting their productive work. Improvement in Health and safety have been shown to benefit employees in a number of ways. This can lead to increased profits, competitiveness, and employee motivation. Through the implementation of an operational and effective occupational health and safety system, human resources can have an operational and effective framework that can significantly contribute to the reduction and prevention of accidents, injury, health problems, illness and even fatality.

The results from the study give insights on the influence of human resource management on production efficiency. The interpretation of the data collected for this study in terms of frequency distribution, percentages and regression analysis show the cause-and-effect paradigm of the study variables. The independent variable human resource management was seen to have varying dimensions of effect on production efficiency. Training and development have 0.714 significant effect on production efficiency, while motivation has 0.774 significant effect on production efficiency, reward has most significant 0.815 effect on production efficiency and, health and safety have 0.519 moderate effect on production efficiency.

The results give indication to the fact in manufacturing organizations such as FMCG organizations in Nigeria, there is a linkage between HRM components, practices and policies to how well production process is carried out. The results indicated that key areas of production efficiency such as volume of output, capacity utilization, and product quality are achieved based on effectiveness of human resource management.

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## Chapter Five

### Conclusion

This chapter discusses the summary of the study, the conclusions based on the findings, makes some useful recommendations in the light of the findings of the study, and suggestions for further studies.

#### 5.1 Summary of Findings

Most of the respondents are male and range from 31 to 40 years old. Additionally, the majority of respondents are literate and educated with the majority having at least a Bsc/BA/HND.

Furthermore, majority of the respondents are in middle level management in the selected manufacturing organizations, with work experience of 4 to 6 years and are in production/operations department.

Furthermore, the major findings deduced from the study which are in line with the research objectives resulting from the analysis of hypotheses are as follows:

- i. Findings from the study revealed that there is significant effect of training and development of employees on production efficiency in FMCG organizations in Nigeria.
- ii. Also, the findings revealed that there is significant effect of employee motivation on production efficiency in FMCG organizations in Nigeria.
- iii. Rewards significantly affects production efficiency in FMCG organizations in Nigeria.
- iv. Finally, there is significant effect of health and safety on production efficiency in FMCG organizations in Nigeria.

## 5.2 Conclusion

Based on the findings, this study concludes that there is significant influence of human resource management on production efficiency in FMCG organizations in Nigeria. In essence, training and development as human resource management practices helps in the enhancement of production capability through the engagement of skilled and trained workers who know how to use equipment, machines and tools.

Also, this study concludes that employee motivation significantly contributes to the production efficiency of manufacturing organizations based on the drive from employees to work whole heartedly. Motivation is a construct that influences employee behaviour and performance in the workplace.

It is therefore concluded from these research findings that the effect of motivation on employee productivity is very visible in the organization. In order to meet up with the current dynamic rate of the business trends, the management of the Fast Moving Consumer Goods manufacturing firms in Lagos should try as much as possible to adopt good and positive motivational techniques to increase the morale of the workers towards productivity and performance.

Management of the Fast-Moving Consumer Goods manufacturing firms in Lagos should seek for various ways of improving productivity in their companies by finding out the effect, causes or problems associated with motivation. Meanwhile, for the workers to be motivated, the management must possess good quality and personal values which will help them to identify those things that motivate their staff and apply them properly.

This study concludes that rewards have the most significant effect on production efficiency in terms of the incentives and compensation for worker's contribution to the production process. Rewards are

tools in human resource management arsenal for improving employee productive behaviour in manufacturing organizations in Nigeria.

Finally, this study concludes that there is a significant effect of health and safety on production efficiency in manufacturing organizations in Nigeria. The study concludes through health and safety there is moderate effect on the level of production capacity and capability.

Overall, this study concludes that in manufacturing organizations such as Nestle Nigeria Plc, Cadbury Nigeria Plc, Nigerian Bottling Company and 7up Bottling company limited, the integration of effective human resource management practices can increase the production efficiency in terms of volume output, capacity utilization and product quality. The human resources of manufacturing organizations are essential to improve production efficiency, the workers need to be trained, motivated, well rewarded and taken care of in other for them to do well with the production process.

### **5.3 Recommendations**

Based on findings from this study, the following recommendations are suggested:

- i. Firstly, manufacturing organizations should continue to use training and development to improve worker's skills in handling production process and attain efficiency. Also training and development is needed to keep up with changes in technology used in production. Training and development should be done on a regular basis to get workers regularly equipped with production capabilities.
- ii. It is recommended to utilize appropriate motivation to drive employees to be more productive on their job in operations and productions.
- iii. Furthermore, it is recommended that manufacturing organizations should innovate and cultivate rewards that connect well with workers to improve their contribution towards

production efficiency. Manufacturing organizations should also device reward strategy through employer and employee engagements.

- iv. Finally, the study recommends that health and safety policies should be regularly reviewed to continue to meet globally accepted standard. This is integral in production because of hazards of the production environment.

#### **5.4 Contribution to Knowledge**

The findings for this study contributed to knowledge by establishing the significant link between human resource management and production efficiency.

Additionally, while reviewed literatures considered only some elements of HRM individually in relation to production efficiency, this research considered a combination of several HRM elements and their impact on production efficiency and this was reflected by the conceptual model that was designed for the research.

This contribution will serve both academic purposes as well as industry purposes.

#### **5.5 Suggested Areas for Further Study**

The study investigated the influence of human resource management on the production efficiency in manufacturing organizations in Nigeria, hence the following areas can be considered for further study such as other general management areas, operations and production. Also, it is suggested that more manufacturing organizations in the FMCG industry can be studied to further to get a holistic view of the role of the role of human resource management on production efficiency.

The study was primarily a basic research, further studies may consider carrying out applied research to further understand other HRM components that may influence production efficiency in FMCG companies in Lagos, Nigeria.

Finally, this study was done using quantitative research method, thus further studies can use qualitative research method or mixed research method.

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## Appendix I

### Introduction Letter

Lead City University,

School of Postgraduate Studies.

Master of Science (MSc) in Operations and

Production Management

Ibadan, Oyo state

Date

Dear Sir/Ma,

Good day,

This is a questionnaire to gather information for academic research on “Human Resource Management and Production Efficiency in FMCG companies in Nigeria”. I am a student of Lead City University Ibadan. Kindly help fill the questionnaire to the best of your ability, your response will only be used for research purposes and with utmost confidentiality.

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information regarding this research. If you require additional information or have questions, please contact me at the number listed below.

Sincerely,

## Appendix II

### Research Questionnaire for Human Resources Management and Production Efficiency in Fast Moving Consumer Goods Companies in Lagos Nigeria

**Instructions:** Your responses are important to this study. Please respond to each statement or question as honestly and accurately as you can, there are no correct or incorrect answers in this questionnaire. You may answer all the questions.

#### Demographic Related Questions

- 1) Gender: Male (  ) Female (  )
- 2) What is your age bracket: Below 21years (  ) 21-30 (  ) 31-40 (  ) 41- 50 (  ) 51& above
- 3) Educational Qualification:  
SSCE/GCE (  )  
OND/NCE (  )  
BSC/HND (  )  
MASTERS (  )
- 4) Number of years work experience in the manufacturing organization:  
Less than 1 year (  )  
1 – 3 years (  )  
4 – 6 years (  )  
7 – 9 years (  )  
Above 10 years (  )
- 5) Level of Management: Top level (  ) Middle level (  ) Low level (  )
- 6) Department in the manufacturing organization:  
Operations/Production (  )  
Marketing/Sales (  )  
Human resources (  )

Accounts/Finance

( )

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### Research Related Questions

S/A= Strongly Agree A= Agree, D= Disagree S/D = Strongly Disagree

	Items	S/A	A	D	S/D
	<b>Training and Development</b>				
1	I am opportune to attend training and development that are relevant to my job in this organization				
2	I consider adequate training and development as essential to get the task and assignment done.				
3	I work better when am well trained to complete production tasks				
4	Training and development as a HRM component assist in increasing level of production efficiency in this manufacturing company				
	<b>Motivation</b>				
1	I am self-motivated to be committed to my job in this organization				
2	I consider being adequately motivated as essential to get the task and assignment done.				
3	I work better when am well motivated to complete production tasks				
4	Motivation as a HRM component assists in increasing level of production efficiency in this manufacturing company				

	<b>Rewards</b>				
1	I am rewarded adequately upon completion of an assignment in this organization				
2	I consider my salary as an adequate reward for the tasks and duties I carry out.				
3	The rewards given have a positive effect on my level of productivity				
4	Rewards as a HRM component assists in increasing level of production efficiency in this manufacturing company				
	<b>Health and Safety</b>				
1	I am well aware of the health and safety regulations attached to tasks and duties in this organization.				
2	I consider my mental and physical health as essential to be productive in this organization				
3	There is adequate implementation of health and safety in this organization that protects employees during production and operation.				
4	Health and Safety as HRM components assists in increasing level of production efficiency in this manufacturing company				
	<b>Production Efficiency</b>				
1	This organization has high levels of capacity utilization in terms of efficient use of raw				

	materials and man-hours in the production process.				
2	The volume of output has been increasing year on year indicating increased production efficiency in this organization.				
3	This organization has recorded high product quality year on year and it is critical in determine production of efficiency				
4	Production efficiency is measured in this organization through quality and volume of output				
5	There is significant relationship between HRM and production efficiency in this organization				

Thank you for your cooperation

### Appendix III

#### SPSS Output Raw Data

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	161	54.9	54.9	54.9
	Female	132	45.1	45.1	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 21 years	0	0.0	0.0	0.0
	21 - 30 years	116	39.6	39.6	39.6
	31 - 40 years	120	41.0	41.0	80.5
	41 - 50 years	43	14.7	14.7	95.2
	Above 50years	14	4.8	4.8	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SSCE/GCE	3	1.0	1.0	1.0
	OND/NCE	48	16.4	16.4	17.4
	BSC/HND	172	58.7	58.7	76.1
	MASTERS	70	23.9	23.9	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	5	1.7	1.7	1.7
	1 – 3 years	64	21.8	21.8	23.5
	4 – 6 years	124	42.4	42.4	65.9
	7 – 9 years	30	10.2	10.2	76.1
	Above 10 years	70	23.9	23.9	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top level	51	17.4	17.4	17.4
	Middle level	209	71.3	71.3	92.2
	Low level	23	7.8	7.8	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Operations/Production	165	56.3	56.3	56.3
	Marketing/Sales	94	32.1	32.1	88.4
	Human resources	24	8.2	8.2	96.6
	Accounts/Finance	10	3.4	3.4	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	191	65.1	65.1	65.1
	A	94	32.1	32.1	97.2
	D	8	2.7	2.7	100.0
	SD	0	0.0	0.0	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	188	64.2	64.2	64.2
	A	97	33.1	33.1	97.3
	D	8	2.7	2.7	100.0
	SD	0	0.0	0.0	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	200	68.3	68.3	68.3
	A	93	31.7	31.7	100.0
	D	0	0.0	0.0	100.0
	SD	0	0.0	0.0	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	218	74.4	74.4	74.4
	A	60	20.5	20.5	94.9
	D	9	3.1	3.1	98.0
	SD	6	2.0	2.0	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	179	61.1	61.1	61.1
	A	104	35.5	35.5	96.6
	D	9	3.1	3.1	99.7
	SD	1	0.3	0.3	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	166	56.6	56.6	56.6
	A	83	28.3	28.3	84.9
	D	29	9.9	9.9	94.9
	SD	15	5.1	5.1	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	194	66.2	66.2	66.2
	A	92	31.4	31.4	97.6
	D	3	1.0	1.0	98.6
	SD	4	1.4	1.4	100.0
	Total	293	100.0	100.0	

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	199	67.9	67.9	67.9
A	91	31.1	31.1	99.0
D	3	1.0	1.0	100.0
SD	0	0.0	0.0	100.0
Total	293	100	100	

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	159	54.3	54.3	54.3
A	117	39.9	39.9	94.2
D	13	4.4	4.4	98.6
SD	4	1.4	1.4	100.0
Total	293	100.0	100.0	

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	219	74.7	74.7	74.7
A	72	24.6	24.6	99.3
D	2	0.7	0.7	100.0
SD	0	0.0	0.0	100.0
Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	177	60.4	60.4	60.4
	A	91	31.1	31.1	91.5
	D	11	3.8	3.8	95.2
	SD	14	4.8	4.8	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	168	57.3	57.3	57.3
	A	110	37.6	37.6	94.9
	D	9	3.1	3.1	98.0
	SD	6	2.0	2.0	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	179	61.1	61.1	61.1
	A	104	35.5	35.5	96.6
	D	9	3.1	3.1	99.9
	SD	1	0.3	0.3	100.0
	Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	155	52.9	52.9	52.9
	A	129	44.0	44.0	96.9

D	9	3.1	3.1	100.0
SD	0	0.0	0.0	100.0
Total	293	100.0	100.0	

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	189	64.5	64.5	64.5
A	67	22.9	22.9	87.4
D	13	4.4	4.4	91.8
SD	24	8.2	8.2	100.0
Total	293	100.0	100.0	

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	209	71.3	71.3	71.3
A	77	26.3	26.3	97.6
D	3	1.0	1.0	98.6
SD	4	1.4	1.4	100.0
Total	293	100.0	100.0	

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	SA	181	61.8	61.8	61.8
	A	104	35.5	35.5	97.3
	D	8	2.7	2.7	100.0
	SD	0	0.0	0.0	100.0
	Total	293	100.0	100.0	

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	188	64.2	64.2	64.2
A	97	33.1	33.1	97.3
D	8	2.7	2.7	100.0
SD	0	0.0	0.0	100.0
Total	293	100.0	100.0	

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	200	68.3	68.3	68.3
A	93	31.7	31.7	100.0
D	0	0.0	0.0	100.0
SD	0	0.0	0.0	100.0
Total	293	100.0	100.0	

Responses	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SA	200	68.3	68.3	68.3
A	93	31.7	31.7	100.0
D	0	0.0	0.0	100.0
SD	0	0.0	0.0	100.0
Total	293	100.0	100.0	

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SA	215	73.4	73.4	73.4
	A	78	26.6	31.7	100.0
	D	0	0.0	0.0	100.0
	SD	0	0.0	0.0	100.0
	Total	293	100.0	100.0	

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## Biodata

### A. Personal Data

Full Name: Babalola, Olamide Akanbi  
Address: No. 23, Mike Ogunbowale st. Gbagada Lagos  
E-mail: oladcity@yahoo.com  
Phone No: +2348053298990  
Date of Birth: June 26, 1978  
Place of Birth: Ile-Ife, Osun State  
Nationality: Nigeria  
Next of Kin: Babalola Opeyemi  
No. 23, Mike Ogunbowale st. Gbagada Lagos

### B. Educational Background

#### Educational Institutions Attended with Dates and Qualifications

- MSc. Production & Operations Management – Lead University, Ibadan (in view)
- MEng. Engr. Dev. & Mgt – North-West University, South Africa 2007
- BEng. Elect/Elect Eng – University of Benin, Nigeria 2003
- OND Elect/Elect Eng. – Federal Polytechnic Ede 1998
- S.S.C.E – Loyola College, Ibadan, oyo state 1995

### C. Working Experience with Dates

- Fulleguresu Enterprise Limited (Director) May 2014–Till Date
- Sasol Chemical Industry, Sasolburg South Africa  
(Process Controller) Aug 2005–Feb 2008
- Dukku Local Govt, Gombe State.

(NYSC, Corps Liaison Officer)

Sept 2004–Aug 2005

- Nigerian Bottling Company Ikeja Plant  
(Technical Instructor)

Mar. 2004 – July 2004

- Honeywell Flourmills 2nd Gate Tincan Island Lagos,  
(Intern)

May 2002 - Oct. 2002

**D. Membership of Academic and Professional Bodies**

- i. The Nigerian Society of Engineers (49697)
- ii. Council for the Regulation of Engineering in Nigeria - COREN (R56410)

**E. Publications**

**Babalola, O.A** (2007). Utilities optimization in a wax process plant.  
[https://www.researchgate.net/publication/26989568\\_Utilities\\_optimization\\_in\\_a\\_wax\\_process\\_plant\\_OA\\_Babalola](https://www.researchgate.net/publication/26989568_Utilities_optimization_in_a_wax_process_plant_OA_Babalola)

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**Signature**

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**Date**

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### **University Compliance Certificate**

This is to certify that this thesis was written by Olamide BABALOLA with Matric No. LCU/PG/001561 in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan is in full compliance with the approved University format and style.

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**Signature**

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