

Performance Management Practices and Productivity of Employees of Nigeria Brewery and Guinness Plc in South-West Nigeria

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Abstract

Dwindling productivity of employees of the Brewery firms especially in the South West of Nigeria has been a matter of concern in recent times. Can this be traced to the performance management system put in place by these firms? Hence, the need to examine the effect of performance management on employee productivity with particular reference to Nigeria breweries, Ibadan, Oyo State and Guinness Nigeria Limited Ogba, Lagos. The objective of the study was to examine the extent to which training and development affects employee's efficiency. To achieve the objective, the study adopted a survey research design and the population of the study was the combined staff and management of the two firms which was 6,417. A sample of 362 was selected using Krejcie and Morgan sample size determination formula. Data were collected through structured questionnaire designed in a five point Likert scale to obtain information from the respondents. The hypothesis formulated was tested using simple linear regression at 0.05 alpha level of significance, and the result showed a positive significant relationship between performance management as represented by training and development and employee productivity as represented by employee efficiency. The regression analysis indicated that training and development [$F = 12.712$, $R^2 = 0.814$, $P < 0.05$ at 81%. This means that effective performance management in terms of training and development positively influences employee's productivity. The study concluded that performance management if properly executed has the capacity to enhance employees' productivity especially if training and development is designed with individual employee's work requirements. The study recommends the adoption of training and development that is aligned with work requirement of the employees for maximum efficiency.

Keywords: *Performance, Management, Employees, Productivity.*

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Introduction

Productivity of employees and productivity of manufacturing firms are inseparable concept. One leads to the other. The productivity of employees is a feeder to organizational productivity. This corroborates the submission by extant literature that the performance of an organization is the performance of its people (Dumade & Adeyemi 2017, Otache & Inekwe, 2021). Thus, the productivity of the workers of an organization translates to the productivity of such organization whether private or public. Employee productivity has been of serious concerns to managers (Shuriye & Wambua, 2020). This is because the productivity of managers is measured by the productivity of the employees under them. The challenges that confront manufacturing firms as a result of the global economic melt-down has made it mandatory that managers of organizations should begin to focus on global best practices if they are to remain in business (Dunmade & Adeyemi, 2017). Company's survival, success and productivity in the contemporary times are no longer based on how often new products are innovated or new products introduced into the

market or use of the-state-of-art technology (Dunmade & Adeyemi, 2017). Dunmade et al further submit that what makes some businesses more productive and successful than others are its people. All these submissions reinforced the central role of employees in the survival of organizations whether public or private. Contemporary challenges facing organizations demand that they re-focus attention on their performance management systems (Buchner, 2007) and explore ways to improve the productivity of the employee. Flowing from the above submissions, it becomes imperative that the art of performance management as a game changer should be to implement those things that influence employees' productivity. Globally, employee productivity is influenced by several factors among which are skills of employees, goals and expectations, motivation, working environment, experiences and competence among others (Shuriye & Wambua (2020) and Gupta & Sharma (2016). Hence, Shuriye and Wambua (2020) further hold that motivation of employees towards productivity is most critical and significant ways in ensuring that there is success in an organization. This is because it has been empirically submitted that only effectively managed people through performance management system that are capable of making things happen (Dunmade & Adeyemi 2017). Sustainable competitive advantage that can make organization succeed in the market place can only be created by employee of the organization (Aguinis, 2005). In all of these, performance management systems hold the way to transform people's talent and motivation into a strategic business advantage capable of leap-frogging the organization to success.

Statement of the Problem

Employees of Brewery firms are expected to be committed to work assiduously toward maximum contribution to the achievement of the goals and objectives of their employers' organization. In doing this, the employees expect fair wages, safe working conditions, appropriate incentives, equitable both intrinsic and extrinsic rewards for their contributions (Agba, Omang, Enuhoha & Eteng, 2021). The fair and equitable rewards galvanize employees to higher productivity. However, most Brewery firms in Nigeria are bedeviled with payment of low salaries, unfair appraisal process, lack of or inadequate training, irregular or opaque promotion exercises and non- recognition of employees' achievements (Agba et al, 2021). These lead to dissatisfaction of employees of Brewery firms with their conditions of service. Consequently, the morale of employees to be productive and contribute maximally to the course of these Brewery firms is at low ebb. This, in turn, affects the productivity of the Brewery firms in several folds such as: poor product quality, low quantity of production output, inefficiency, loss of profit, and delay in meeting customers' order, poor treatment of clients at service point as well as lack of strategic competitive advantage among others. All the above problems if not tackled, poses a serious concern for the very survival of the Brewery firms and could lead to close down and loss of investment by the owners. On the part of the employees, it will result in loss of jobs and income thereby leading to monumental economic dislocation and hardship. To the government, failure of the subsector has far reaching implication for security as unemployment courts crime and overdependence on imports with its injurious effect on the economy.

In recognition of these challenges, some Brewery firms in Nigeria particularly the South West part of Nigeria have established performance management systems with a view to addressing factors that lead to employee low morale so as to improve employees' productivity and in turn the productivity of the Brewery firms. In spite of this measure, the low productivity of employees' of the selected Brewery firms seems to persist. Hence, this study to examine the relationship that exists between the performance management practices and employee productivity in the selected Brewery firms in South-West Nigeria.

Objective of the Study

The general objective of the study is to investigate the relationship that exists between performance management practices and productivity of employees in the Brewery firms' in South-West Nigeria.

The specific objective is: to determine the nature of relationship between training and development and employees' efficiency in the Brewery firms in the South -West of Nigeria.

Research Question

What is the nature of relationship between training and development and employees' efficiency in the Brewery firms in the South-West Nigeria.

Statement of hypothesis

Training and development of employees has no relationship with employees' efficiency in the Brewery firms in South-West Nigeria.

Significance of the Study

Given the significance of the Brewery firms as the main thrust of the Nigeria's economy, the study is significant in the following ways:

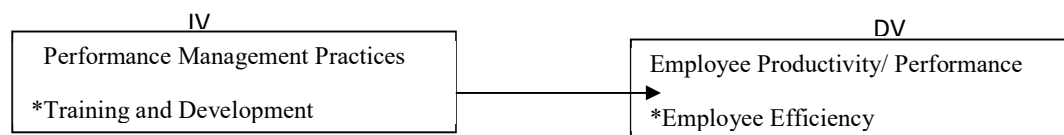
Findings from this study will be of immense input to the policy makers in government on how to formulate policies that will make the Brewery sector productive as the mainstay of the Nigerian economy. Also, to managers of the Brewery firms, findings and recommendations from this study will serve as a ready-made input on how to remedy low productivity of employees in the Brewery firms particularly in the South-West. This study will be of immense use to researchers, lecturers and students of management, accounting and allied disciplines as ready-made reference materials.

Review of Related Literature

Conceptual Framework

The conceptual framework of the study was developed after extensive review of the related literature on performance management systems and employee productivity. The researcher came up with the conceptual framework shown in figure 1 below which attempts to show the web of relationships between the independent variables and the dependent variable. From the framework, performance management is the independent variable decomposed into training and development while employee productivity is the dependent variable decomposed into employees' efficiency (Buuri, 2015). Thus, it is hypothesized that training and development have a measure of relationship with employee productivity. All these are depicted on the conceptual framework below:

Figure 1. Conceptual Framework



Source: Researcher compilation, 2021.

Theoretical Framework

There are various theories that are used to explain the relationship or nature of association between performance management and employee productivity. This study, however, is underpinned by the expectancy theory as propounded by Vroom (1964). The theory argued that employees would exert much effort on their job with the expectation that their effort will be

rewarded. These rewards could be either of two ways positive or negative. It is the contention of the expectancy theory that positive rewards will galvanize the employees to perform their jobs (Deutsch-Salamon & Rabinson, 2011). On the contrary negative reward generates negative behaviour by employees toward their job. The expectancy theory also posits that employees' motivation toward an action is determined by perceptions that the action will result in a definite out-come. The expectation for better reward accounts for why employees exert more effort the theory argues (Hafiza, Shah, Jamsheed & Zaman, 2011). The expectancy theory also hold that people join organization with diverse expectations particularly that their needs will be met in response to their positive work-related behavior (Kabak, Gocer, Kucuksoylemex & Tuncer, 2014). These expectations affect the reaction of the individual to the organization. This study adopted the expectancy theory because employees' productivity is based on expected reward for their contributions to the organization. Equally, organizations train and develop their employees with the expectation that knowledge acquired would be deployed in achieving organization's goals. Just as the employees see their commitment to the organization as an investment so also the organization sees training and development of their employees as investment that will yield result in the future. Both combined together increase the productivity of an organization.

The Concept of Performance Management

There are series of definition of performance management. Thus, Daniels (2014) sees performance management as the changing behavior that attempts to improve and ensure the effectiveness of an organization. Thinking along the same line, Chiang and Birtch (2010) view performance management as a process which seeks to measure and improve employees' effectiveness. Performance management according to Naomee (2020) includes providing continuous feedback, mentoring, coaching, collaboration of the managers and employees in looking back at past performance, reviewing it in order to set goals and motivational mechanism that will help align employee's goals with that of the organization. It is a ``strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors`` It has to do with a continuous development and flexible process that encapsulates managers and those they manage acting as partners within a framework to achieve the mutual goals of the organization and that of the employees. In performance management, managers act as a coach and not as boss. Managers do not look for who is wrong but what is wrong and concentrate on how performance can be improved collectively for the benefit of the organization and the employees. On the strength of the above definitions, performance management can be said to be the conscious effort to improve both employee behaviour and productivity with a view to increasing organizational productivity. It is a formal information based routines and procedures employed by managers of organizations to maintain or change the working architecture of the organization (Dietz & Boon 2015and Dobre 2013). Tripathi and Agrawal (2014) contend that performance management is the process of decision making used by organizations through collection, analysis and monitoring of information related to employees' performance. Gathering from the above definitions, it can be concluded that performance management is a purveyor of system consciously designed to harness employee information regarding their skills, abilities and potentials. These skills, abilities and potential will be used to plan the organization's workforce. Thus, organizations use performance management systems to improve the quality and quantity of work done and synergize all the activities in line with the organization's goals (Zyaminyana & Pwaka, 2019). In this study, the following performance management variables of the rewards system and training and development would be focused on.

Concept of Employee Productivity

The concept of productivity whether at individual or organizational level is not simple to define (Okoro, Nebo & Nwosu, 2017). This is owing to the fact that different authors view it differently and from diverse perspectives. Ojeleye (2017) for instance sees productivity as the measure of an employee's work attainment after exerting some level of efforts. Employee productivity according to Erimife (2020) is viewed as an activity in which an individual is able to accomplish the task assigned to him/her successfully subject to the normal constraints of reasonable utilization of the available resources. Similarly, Amir and Amen (2013), Mbidoaka (2017) held that when employees are satisfied with their job, there is a possibility of higher job productivity. Also, Carol and Florah (2019) define employee productivity as the ability of workers to produce quality outputs with limited inputs. Employee productivity is the amount of work or output produced by a worker within the space of a given time frame (Mensah, 2015). To Ziyaminyana and Pwaka (2019) the metric of employee productivity include number of customer served, the employee quality of work output, and quantity of work output, customer care and customer relations as well as customer satisfaction.

For the purpose of this study, productivity is defined as the increase in the output of quantity produced as well as quality produced relative to inputs employed in the manufacturing firm. Also, in this study, subjective productivity measurement method will be applied in line with the view of Dunmade and Adeyemi (2017). Measurements in this method are not based on quantitative operational information; rather, it is based on personnel's subjective assessments.

Subjective productivity measure is the indicator used in this study to evaluate individuals' aggregate perceptions, attitudes or assessments towards the products or services of the manufacturing firms. This is consistent with existing literature such as the works of Dunmade and Adeyemi (2017), Clements-Croome and Kaluarachchi, (2000) and Hameed, (2009). Data for subjective assessments of employees' productivity were collected through survey questionnaires and it can be descriptive or qualitatively collected through interviews. The subjective productivity data is collected from employees, supervisors as well as management staff of the manufacturing firms in this study and converted to quantitative analysis using a five point's likert scale. In this study, efficiency is used as measure of employees' productivity. It will be subjectively measured by respondent's response to five point likert scale on employees' accomplishment of assigned tasks on time, minimum errors, quality work in minimum time and achieving targets within the stipulated time.

Training and Development and Employee Productivity

The expectation of every employer is the evolution of a competent, capable, highly motivated ethical and above all, able work force whose hallmark would be the attainment of organizational goals (Aguda & Audu (2002). Training and development seek to close the gap between actual productivity and established productivity standards. More significantly, training and development provide insights on employee strengths as well as weaknesses (Selden & Sowa, 2011). As pointed out and rightly so by Agha and Onyeizugbe, (2011), Otache and Inekwe,(2021), the productivity of any organization is the performance of its people. Thus, since the success of any organization depends on the quality of its personnel, it is important to have performance management that is able to identify employee training needs (Ziyaminyana & Pwaka, 2019). Effective training and development programs would aid employees overcome the changes that come with the ever changing technology in the organization as well as their jobs and responsibilities. By linking training and performance, gaps that required training can be identified and focused upon.

From the above submissions, it can be argued that training and development can be regarded as a way of sharpening the intellectual skills and abilities of employees to equip them for quality

decision making that will improve productivity of the organization. Thus, it seems that training and development of employees in an organization if well planned and executed, productivity gaps would be improved (Ziyaminyana & Pwaka, 2019).

Empirical Review

Studies abound that investigated the impact of performance management systems on employee productivity within Nigeria and across the globe. These studies have been carried out at both public and private sector of the economy of countries. Some of these studies are reviewed here underneath. Okeke, Onyekwelu, Akpua, and Dunkwu (2019) examined performance management and employee productivity in organizations in South East Nigeria. The objective of the study was to examine the extent to which 360 degree, feedback appraisal, performance evaluation, self-assessment and performance review influence employee productivity. The study was anchored on equity theory and descriptive research design was employed for the study. The population of the study was 2081 out of which a sample of 366 was selected applying Taro-Yamane's formula. Simple percentages, descriptive statistic and multiple regression analysis were employed in the test of hypothesis formulated for the study. The study discovered a 360 degree feedback appraisal as having significant relationship with employee productivity. It was also the finding of the study that performance evaluation has a significant effect on employee productivity. The study also discovered that self-assessment has no significant relationship with employee productivity and that performance review has a significant influence on employee productivity.

Maina (2015) investigated the effect of performance management system on employee performance in food and agricultural organizations. To achieve the objective of the study, a descriptive research design method was adopted by the study. The population of the study comprises of the 94 staff members of the selected members of food and Agricultural organizations. Data for the study was collected through interview and structured questionnaires. Analysis of data and hypotheses testing was through descriptive statistics using frequency distribution and percentages. The study found that employees felt there was a great need for a workable performance management system in FAO.

Also, Oluwatosi (2015) investigated the impact of performance management on productivity of public sector organizations in Nigeria. The objective of the study was to examine how performance management influences employee productivity in service organizations. The study used a survey research design and data collected were analyzed with simple percentages, and chi-square (X^2). The study discovered that performance management had a propulsive influence in the productivity of public sector organizations if carefully conducted

So also, Fanklin (2015) conducted a study on performance management system and its implication on employee effectiveness in 22 districts in the Brong Ahafo region of Ghana. The objective of the study was to assess the effect of performance management on employee effectiveness in organizations. The study adopted a survey research design. Data were analyzed using descriptive and inferential statistics. Hypotheses were tested using regression and it was found that there was a positive relationship between performance management system and employee effectiveness.

Maladu and Ogbuabor (2013) examined the effects of training and manpower development on employee's productivity and organizational performance with a specific focus on First Bank Nigeria Plc. To achieve the study objective, structured questionnaire was adopted to elicit response from 275 respondents' drawn by simple random sampling techniques. The data gathered from the respondents was analyzed using descriptive statistics. The study discovered that training and manpower development have significantly enhanced employee efficiency and employee

productivity in the bank. The study focused on the banking industry while this present study focused on the manufacturing firms.

Tahir, Yousafzai, Jan and Hashim (2014) examined the impact of training and development on employees' performance and productivity in the United Bank Limited, Peshawar Pakistan. The objective of the study was to investigate whether training and development has impact on employees' performance and productivity. A survey research design was adopted and data were collected through questionnaire administered on the target respondents which were made up of 80 respondents. The data collected were analyzed using descriptive and inferential statistics. Pearson correlation moment was used in the testing of the hypothesis formulated. The result revealed a significant relationship between the variable, which means that training and development has a significant positive relationship with employee performance and productivity. This study focused on the banking industry in Pakistan hence geographical as well as sectoral gap.

Rejeswari and Palanichamy (2015) investigated the effect of employee training and development on employee productivity. The objective of the study was to investigate whether employee training and development has any effect on employee productivity. To achieve the study objective, survey research design was adopted and data collected through the use of primary source by the administration of questionnaire on 350 respondents who are the employees of the organization. Data were analyzed using correlation and regression. The result of the analysis showed that a significant relationship exist between employee training and development and employee productivity. Although the study examined training and development as in the instance case, there is geographical gap as the study was not conducted in Nigeria.

Salah (2016) examined the impact of training and development on employees' performance and productivity in Jordanian private sector transportation companies in southern region of Jordan. The objective of the study was to investigate the relationship between training and development on employee performance and productivity in selected Jordanian private sector transportation companies. To attain the study objective, a quantitative approach was employed and data for the study was gathered through a structured questionnaire administered on the sampled respondents of 254 who are employees of the organization under study. In analyzing the data collected both descriptive and inferential statistics were used. Table, frequency, percentages and mean scores represents the descriptive statistics used while Pearson product moment correlation coefficient and linear regression were used. The findings indicated that training and development were positively correlated and have statistically significant relationship with employee performance and productivity. The geographical context in which this work was done differs significantly from the present study which creates a gap that necessitates this present study.

Abdullahi, Gwadabe and Ibradim (2018) conducted a study into the effect of training and development on employees' productivity among Academic Staff of Kano State Polytechnic. The objective of the study was to investigate the perceived effect of training and development on employees' productivity among the academic staff of the State Polytechnic. To achieve the study objective, casual research design was employed and a sample of 233 respondents was randomly selected for the study out of 590 academic staff that served as the population of interest. Data were gathered for the study through a close ended questionnaire designed in five likert scale. Multiple regressions were used to test the hypothesis formulated through a statistical package for social science (SPSS) software version 21. The study discovered that training method, training design and training delivering style has significant and positive effect on employees' productivity among Academic Staff of Kano State Polytechnic. The work was conducted taken cognizance of the education sector in Nigeria while the current study examined the manufacturing sector.

Owotunse and Yetunde (2018) examined the impact of training and development on employee performance and productivity among members of staff of Kogi State Polytechnic Lokoja Kogi State. The objective of the paper was to investigate whether training and development have impact on employees' performance and productivity. To achieve the study objective, the study adopted a quantitative research design. Data for the study was collected thorough primary source in which questionnaire survey was the instrument. The population of the study comprises of 80 staff members of the polytechnic. The data collected were analyzed using descriptive and inferential statistics. Pearson correlation moment was used to test the impact of the independent variable on the dependent variable i.e the training and development on employee's performance and productivity. The result of the analysis indicated that a significant relationship exists between the variables. The study investigated the education sector while the current study focused on the manufacturing subsector.

San (2019) analyzed the impact of training and development on employee productivity in DABAI and INYA restaurant in Yangan Myanmar. The objective of the study was to find out if training and development impact on employees' productivity and to equally examine if employee are getting soft-skills training, service training and team building of sabac and Inya restaurant. To achieve the study objective, quantitative method as well as causal research design was employed. Primary and secondary data were used in data collected from 80 of the target respondents who are non-managerial employees of Sabac Inya restaurant. The study discovered that soft-skills training, service training, and team training has positive and significant impact on employee productivity at sabai @Inya restaurant. The study was conducted in Myanmar outside the sore of Nigeria and focused on the Hospitality industry while this present study targets the manufacturing firms in Nigeria.

Alsama and Abunar (2021) examined the impact of training and development on employee productivity in private companies in Saudi Arabia. The objective of the study was to investigate the relationship between training and development on employee productivity in private companies in Saudi Arabia. To achieve the study objective, quantitative method was used. The population of the study was the employees working in private companies in Jeddah out of which a sample of 61 employees was selected. Data for the study was collected through questionnaire and analyzed by SPSS software to compute the correlation and regression between the independent and dependent variables. The finding showed that the five independent variables that are training method, training period, and selection of trainers, delivery styles, comfort and convenience have a relationship with employee productivity in the companies studied. The geographical differences between this study and the current study created the gap that necessitated this present study.

Jeni and Al-Amin (2021) investigated the impact of training and development on employee performance and productivity in private bank Noakhali Bangladesh. The objective of the study was to examine the impact of training on employees' performance, employees' motivation and job satisfaction in the banking sector in private bank of Noakhali region of Bangladesh. Survey research design was adopted to accomplish the research objective and stratified sampling techniques were used to select a sample of 60 out of the population of 70 respondents. A self administered questionnaire was used to collect data from the respondents. Descriptive statistics used in the analysis of data. The study revealed that training and development has a high impact on the employee's performance and productivity. The study generally revealed that training not only increases employees' performance but also positively affects employees' motivation and job satisfaction within the private banking sector in Bangladesh. Having conducted this study in far away Bangladesh and in the banking industry created a gap for this present study to be carried out in the manufacturing firms in Nigeria.

Research methodology

Research Design

Several steps were taken in conducting this research. This section reports the design of the research instrument, the population of the study and sample size determination.

The study adopted a descriptive research design which according to Umar (2014) belongs to the generic family of research design called survey design. It is concerned with the assemblage of primary data for the purpose of describing and interpreting existing conditions, beliefs, attitudes, and on-going processes (Abalaka, 2016). The study investigates performance management and employees' productivity in the manufacturing firms in South-West Nigeria as survey study. It involves the use of sampled staff and management of the selected manufacturing firms under study. The two manufacturing firms in the South-West for the study were selected through convenient sampling method.

Population of the Study

The population of the study comprises of staff and management of the two brewery firms in Lagos and Oyo South West Nigeria which was selected through random sampling method. Thus, the total number of staff of the two Brewery firms which stood at 6, 417 constituted the population for the study.

Sample and Sampling Technique

The sampling technique used in this study is the purposive proportional sampling method. A sample of 362 was selected from the population using Krejcie and Morgan sample determination formula. The sample was distributed among the two manufacturing firms proportionally according to their staff strength. In determining candidates for questionnaire from among the lower cadre employees, simple random sampling was employed to avoid bias and equal chance of being selected. All management staff concerned with providing input into the study was reached with the questionnaire.

Determination of the Sample Size

The sample for the study was statistically determined using Krejcie and Morgan (1970) formula. This follows the normal convention that when the population of a study is too large such that it would cost much money and time, a sample could be taken (Walpole 1974, Ogbadu & Usman, 2012, Abalaka, 2016). On the basis of the above convention, the following sample size formula as enunciated by Krejcie and Morgan (1970) was adopted to arrive at a representative number of respondents.

$$S = \frac{X^2 NP(1-P)}{X^2(N-1)E^2 + X^2 P(1-P)}$$

Where S = required sample size

N = population size

P = the population proportion (assume to be 50 since this would provide the maximum sample size)

X² = the table value of chi-square for 1 degree of freedom of the desired confidence level (3.841).

E² = the degree of accuracy expressed as a proportion of 0.5

$$S = \frac{3.841 \times 6417 \times 0.5 \times (1-0.5)}{0.05^2 \times (6417-1) + 3.841 \times 0.5(1-0.5)}$$

$$S = \frac{3.841 \times 6417 \times 0.5 \times 0.5}{(0.05^2 \times 6416) + 3.841 \times 0.5 \times 0.5}$$

$$S = \frac{6161.92425}{16.04+0.96025}$$

$$S = S = \frac{6161.92425}{17.00025}$$

$$S = 362$$

Questionnaire Administration and Retrieval

A total of 362 copies of the questionnaire were distributed to management and staff of the two manufacturing companies. A total of 182 copies of questionnaire were distributed to staff and management of Guinness Nigeria limited in Lagos State and 180 copies of the questionnaire was equally distributed to management and staff of Nigeria Breweries, Ibadan, Oyo State based on staff strength respectively. The table below shows the questionnaire as distributed and retrieval.

Table 1: Questionnaire Administration and Retrieval

Name of company	Questionnaire Administered	Questionnaire Retrieved	Percentage Retrieved
Guinness Nigeria plc	182	155	42.8
Nigeria Breweries	180	154	42.5
Total	362	309	85

Researcher, 2021.

Validity of the Instrument

The research instrument was validated by experts in the Department of Education Kogi State University, Anyigba. The reliability of the instrument was tested using Crobach Alpha to measure the internal consistency. This was carried out through the pilot study in which 17 copies of the questionnaire were distributed to 25 respondents. The process was repeated after a period of two weeks.

Reliability of the Instrument

The reliability of the instrument was conducted using statistical package for social sciences (SPSS) Version 23 which yielded 0.79 for training and development and 0.84 for employee productivity. Thus, with the mean result of 0.82 for the two clusters, the instrument is deemed to be reliable. This is agreement with the finding of Abecan (2014) that any instrument which alpha value is > 0.70 is reliable. Primary data was collected from the target respondents who are the management and staff of the selected Brewery firms through a structured close ended questionnaire of five point likert scale. Data collected for the study was analyzed using descriptive and inferential statistical instruments. In testing the hypotheses formulated for the study, multiple linear regressions was employed with the aid of statistical package for social sciences (SPSS) to determine the nature of relationship that exists between performance management systems and employees' productivity in the two selected Brewery firms in South-west Nigeria.

The study relies on primary data collected through a structured questionnaire designed in a five point likert scale. The questionnaire was administered on the respective respondents with the aid of research assistants during the working hours at the factory of the two Brewery firms. To enrich the content of the findings, secondary sources were also used. The secondary sources comprised of bulletins, and journals that are relevant to the study.

The methods used in presenting data in this study were descriptive and inferential statistics. Descriptive statistics were used for preliminary statistical treatment of data collected. Instruments

such as a five point likert- scale, tables, mean scores and percentages were applied in the analysis of raw data that were collected into meaningful form.

The inferential statistics employed for the study was simple linear regression. This was used in the testing of the hypothesis formulated for the study.

Data Presentation and Analysis

Data Presentation

In this section of the study, data gathered from the field concerning the demographic characteristics of the respondents are presented below:

Section A: Demographic information of respondents is presented hereunder

Table 2: Demographic Information of Respondents

S/N	Demography	Option	Frequency	Percentage
1	Gender	Male	229	74
		Female	80	26
		Total	309	100
2	Age (in years)	18-30	90	29
		31-45	108	35
		46-55	49	16
		56-65	32	10
		65 and above	30	10
		Total	309	100
3	Highest academic qualification	FSCL/OLQ	41	13
		ND/NCE	65	21
		HND/MBA/P.hD	153	49
		Total	2	1
		Total	309	100
4	Status	High middle sub	15	5
		factory	49	16
		Other	40	13
		Total	161	52
		Total	44	14
Total	309	100		
5	Nationality	Nigerian	301	97
		Foreigner	8	3
		Total	309	100
6	Length of service	1-5	78	25
		6-10	106	34
		11-20	50	16
		21-35	42	14
		36-above	33	11
		Total	309	100

Source: Researcher's computation, 2021

Table 2 revealed the demographic information of respondents. The Table showed that 229 respondents representing 74% are male while 80 of the respondents comprises of 26% are female. 90 of the respondents made up of 29% are between the ages of 18-30 years while 108 of the respondents made up of 35% are between the ages of 31-45 years. Also, 49 of the respondents consisting of 16% are between the age of 46-55 years while 32 of them representing 10% are between the ages of 56-65 years and 30 of the respondents made up of 10% are of age 65 years and above. In addition, the highest qualification of respondents revealed that 41 of them comprises of 13% have FSCL/O'level certificate while 65 of them comprises of 21% hold

ND/NCE and 153 of the respondents made up 49% have HND/BSC/B.ed. Also, 48 of the respondents consisting of 16% have MBA/M.ed/M.Sc and 2 of the respondents representing 1% have a Ph.D.

More so, the employment status of the respondents showed that 15 representing 5% are high level management, 49 representing 16% are middle level management while 40 comprises of 13% are at supervisory level. 161 of the respondents make up 52% are at the factory level while 44 of the respondents constituting 14% are of other status. The nationality of respondents revealed that 301 of them representing 97% are Nigerians while 8 of the respondents representing 3% are foreigners. Finally, the Table revealed that 78 of the respondents make up of 25% have spent between 1-5 years while 106 of the respondent representing 34% have spent between 6-10 years. 50 respondents constituting 16% have spent between 11-20years while 42of them comprising of 14% of the respondents have spent between 21-35 years and 33(11%) have spent 36 years and above in the companies.

This second section presents respondents responses to a five point Likert scale questions.

Section B

Keys: VH= Very High (5), H= High (4), M= Moderate (3), L = Low (2), VL= Very low (1)
 The decision rule is that mean value of less than 3.00 is low, mean value between 3.00- 3.49 is moderate, and mean value greater than 3.50 is adjudged as been high respectively.

Table 3: Research Questions

	Question items to the respondents on the independent variable (IV).	VH	H	M	L	VL	Mean
A	Impact of training and development on Employees' Productivity						
1	Management organizes induction and orientation training for new employees before assigning them to handle tasks in this manufacturing firm	88 29%	97 31%	71 23%	31 10%	22 07%	3.64
2	Management encourages delegation of responsibilities between and among employees to under study their superiors in this manufacturing firm	71 23%	80 26%	59 19%	49 16%	50 16%	3.24
3	On-the-job training is given to employees to sharpen employees' skills, knowledge and abilities in this manufacturing firm.	99 32%	90 29%	52 17%	30 10%	38 12%	3.59
4	Management ensures training given to staff matches employee' job requirements in this manufacturing firm	96 31%	89 28%	65 21%	20 06%	39 12%	3.59
5	Job rotation is practiced in this manufacturing firm	80 26%	71 23%	59 19%	49 16%	50 16%	3.27

Source: Researcher's computation, 2021.

Table 3 shows the responses on the questions designed in a likert scale. For the question on whether management organizes induction and orientation training for new employees before assigning tasks to handle tasks, 88 of the respondents made up of 24% strongly agreed that such training were organized for the employees while 97 comprises of 31% of the respondents agreed that induction and orientation training is held for them. 71 consisting of 23% of the respondents were undecided, 31 of the respondents made up of 10% disagreed that such training are held for the employees while 22 made up of 7% strongly disagreed that management do not held such training

for the workers. The mean value is 3.64 which is > 3.00 implying that most of the respondents agreed that management do give them some level of training before assignment of duties to them. For the question on whether management encourages delegation of authority, 71 of the respondents representing 23% strongly held that management delegates while 80 of the respondents constituting 26% were in agreement that authorities are delegated by management. 59 of the respondents made up of 19% are indifferent and 49 of the respondents made of 16% disagreed that management delegates Also, 50 of the respondents comprises of 16% disagreed strongly that management delegates. The mean value is 3.24 showing that most of the respondents agreed that moderate authorities are delegated down the hierarchy thereby encourages learning through superiors. In Addition for the question on on-the-job training, 97 of the respondents representing 32% admitted that they were given on-the-job training opportunity to sharpen their skill while 90 of the respondent consisting of 29% held that they enjoy on-the-job training by management. 52 of the respondents made of 17% were indifferent in their response. Equally, 30 respondents comprises of 10% disagree that they were not given the opportunity for on- the-job training while 38 respondents representing 12% strongly disagree that on-the-job opportunity was not given to them. The mean value is 3.59 which is > 3.00 showing that most of the respondents agreed that on-the- job training is in practice in the manufacturing firms under focus.

More so, for the question on how training match the job requirements of the employees 96 of the respondents made of 31% held strongly that training given them matches their job requirements and 89 comprises of 28% of the respondents submitted that training given matches with job requirements. 65 of the respondents representing 21% were undecided with 29 representing 6% of the respondent disagreed and 39 respondents made of 12% disagreed strongly that training does not match their job requirements. The mean value is 3.59 which is > 3.00 implying that most of the respondents agreed that training does match their job assignment. Finally, for the question on job rotation, 80 respondents representing 26% held that job rotation is being practiced in the organization. 71of the respondents consisting of 23% held that job rotation is practiced in the organization while 59 respondents representing 19% were indifferent about job rotation in the organization. Also, 49 of the respondents made of 16% were of the opinion that job rotation is not practiced in the organization as well as 50 respondents representing 16% strong held that job rotation is practiced in the organization. The mean value of the responses is 3.27 which is > 3.00 implying that most of the respondents agreed that job rotation is rarely practiced in the manufacturing firms under consideration.

Table 4: Descriptive statistics on the dependent Variable

S/N	Variable (IV) Employee' productivity	VH	H	M	L	VL	Mean
1	Output of work by employee is high	97 31%	84 27%	56 18%	38 12%	34 11%	3.56
2	Quality of work output by employee is high	114 37%	79 26%	46 15%	30 10%	40 13%	3.63
3	Level of customer satisfaction	109 35%	83 27%	44 14%	39 13%	34 11%	3.63
4	Employees' accomplish work with minimum errors	89 29%	76 25%	61 20%	33 11%	50 16%	3.39
5	Number of customer served	121 39%	63 20%	40 13%	28 09%	57 18%	3.53

Source: Research's computation, 2021

The response of the respondents bordering on output of work by employee, it was revealed that 97 respondents representing 31% rated very high, 84 respondents consisting of 27% rated work output as high while 56 respondents made up of (18%) rated it moderate and 38 respondents representing 12% rate work output as low and 34 respondents comprises of 11% rated work output

as very low. The mean value of the responses is 3.56 showing that most of the respondents agreed that employee work output is high. On the question of quality work done by employees, 114 respondents made up of 37% rated employee work quality as very high and 79 respondents constituting 26% are of the opinion that quality of work is high. Also 46 respondents held that work quality is moderate representing 15% and 30 respondents made up of 10% rated the quality of work of employee as low while 40 respondents representing 13% rated work quality output as very low. The mean value is 3.63 implying that most of the respondents agreed that quality of work is high. Again, 109 respondents made up of 35% of the respondents rated the level of customer satisfaction by employees as very high, while 83% of the respondents comprising of 27% rated the level of customer satisfaction by employees as high. Equally, 44 respondents made up 14% were indifference in their opinion and 39 respondents rated the level of customer satisfaction by employees as low.. This category of respondent is made up of 13% while 34 respondents representing 11% respondents rated the level of customer satisfaction by employees as very. Low. The mean value is 3.63 showing that most of the respondents agreed that the rate of satisfaction of customers by employees is very high.

More so, 89 of the respondents representing 29% of the respondents held that they accomplish work with minimum errors while 76 of the respondents comprises of 25% agreed that works are done with minimum errors. Also, 61 of the respondents consisting of 20% of the respondents are undecided while 33of the respondents made up of 11% disagreed that works are done without minimum errors. The remaining respondents made up 50 and represent 16% strongly disagree that works are done with minimum errors. The mean value of the responses is 3.39 showing that most of the respondents agreed that works are done with minimum errors since the mean value > 3.00. Finally, 121 respondents comprising of 39% strongly submitted that they achieved increased number of customer served while 63 respondents made up of 20% agreed that they achieved increased number of customer served. Equally, 40 of the respondents consisting of 13% were undecided and 28 respondents made up of 9% disagreed that there is increased number of customer served while 57 respondents comprising of 18% strongly disagreed that there is increased number of customer served. The mean value of the responses is 3.53 showing that most of the respondents agreed that increased number of customer served since the mean >3.00.

Test of Hypothesis

H₁: Training and development of employees has no relationship with employees’ efficiency in the Brewery firms in South-West Nigeria.

Table 5: Model summary

Model	R	R. square	Adjusted square	R	Std error of the estimate
1	.887	.814	.793		.7121200

- a. **Predictors:** Training and development
- b. **Dependent variable:** Employee efficiency

Table 5 presents the results of the model summary. Analysis of the table indicated that the value of R is .887; R-square is .814 while adjusted R-square is .793. This means that the independent variable training and development explains about 81% of the variation in the dependent variable employee efficiency. Also, r = 0.88 shows a strong positive relationship between the dependent and independent variable.

Table 6: ANOVA

Model	Sum of squares	DF	Means square	F	819
Regression	44.352	3	9.162	12.702	.000
Residual	96.147	305	.560		
Total	140.499	308			

- a. Predictors: Training and development
- b. Dependent variable: employee efficiency

Table 4 presents the result of ANOVA. The results confirmed the result of model summary, the analysis of the results revealed that the P value for F statistics ($F_{cal} = 12.702$) which is significant ($0.000 < 0.05$). This means that there significant relationship between dependent variable employee efficiency and the independent variable training and development

Table 7: Coefficients

Model	Unstandardized coefficient		Standardized coefficients	T	Sig
	B	Std error	Beta		
Constant	5231.61	443.048		12.251	.000
Training and development	.000	.000	.931	8.153	.000

A. Dependent Variable: Employee efficiency

To test the significance of the regression model for the two variables, the table revealed a t-value of 12.251 and a P-value of 0.000 showing that it is statistically significance. The coefficient of parameter has a t-value of 8.153 and a P-value of 0.000 which is significantly high. Therefore we reject the null hypothesis that there is no relationship between training and development and employees productivity and accept the alternative hypothesis that says there is a relationship between training and development and employees productivity.

Discussion of Findings

Based on the data analyzed in the preceding pages and the result of hypothesis tested, the study discovered a positive significance relationship between the independent variable and the dependent variable. This is indicated by the regression R^2 value of 0.814 which explains that training and development accounts for 81% of changes in the dependable variable. This means that training and development as a measure of Performance Management has a significant relationship with employee productivity in the Brewery firms studied in the South West. This finding corroborates the findings of Alsama and Abunar (2021), Jeni and Al-Amin, (2012), Owotunse and Yetunde, (2018) and San, (2019) who found in their studies that training and development have a positive significant relationship on employees' productivity. This study, however, is in contrast with the findings of Muhammad, Shahid, Muhammad and Ehtesham (2011) in Ziyaminyana and Pwaka (2019) which concluded that the relationship between the two variables was negative.

Conclusion

The study examined the effect of performance management on employee productivity in Brewery firms in the South West Nigeria. The study was conducted to validate or otherwise a hypothesis that borders on the study question. The objective was to seek solution to poor productivity in the Brewery firms in the South West Nigeria. The study was able to establish that there is a nexus between training and development a variable of performance management and employee productivity in the Brewery firms under focus. The study found that there is a significant relationship between performance management and employee productivity.

Recommendation

Based on the finding, the study recommends as follow: The management of the Brewery firms under study should encourage training through delegation of authority and job rotation to enable employees learn more on the job so as to increase their efficiency on the task.

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