

Declaration

I hereby declare that the content presented for assessment leading to the award of an MSc in International Business is wholly my own effort and has not been adopted from the work of others, except for the work has been cited and recognized within the content of my work.

Signed:

Dated:

Acknowledgments

~~ *Gratitude is not only the greatest of virtues, but the parent of all the others.* ~~

- **Marcus Tullius Cicero.**

Most foremost, sincere gratitude to the will of the Almighty Allah (SWT) whose infinite grace has brought me this far in my quest for knowledge; my loving husband and better half, Misbahu, without whose support, understanding and tolerance this pursuit would not have been possible. My parents and siblings for being my biggest fans and constantly cheering me on through all my endeavors; I love you all very much.

My friends, for their unconditional love and support. My Supervisor – Fiona Murphy – for her always been just a call away and ever available to give sincere insights on the topic, her encouragement and valuable advice and to the academic staff in the school of business at the National College of Ireland, especially Dr. Colette Darcy, Philip McGovern and Fabian Armendáriz for their continued support all through my time at the college.

Thank you and God bless you all.

Abstract

In an era where overall quality is of principal prominence, excellence can only be actualized by the successful application of human resources. The management of human resources requires offering an optimum return on the business's investment in its people. It is a business-driven role whose effectiveness depends on an in-depth understanding of an organization's strategic business direction, as well as the capacity to effect paramount decisions and policies. As a result of an ever-changing business environment, there are many fluctuations happening quickly that affect human capital. The objective of the study was to examine the role of human resources management on the performance of selected food processing companies in Nigeria. This study employed a survey research design to garner relevant data and descriptive statistics was applied to present the data collated. Primary data was obtained for the analysis in the research work. The parameters that were functional for the study were human resources management being the independent variable and performance of selected food processing companies in Nigeria being the dependent variable. The sample size was a total of two hundred and ten (210) staff of selected food processing companies in Nigeria. The Ordinary Least Squares regression findings revealed that employee performance of food processing companies in Nigeria were influenced significantly by training and development ($\beta_1 = 0.674$), sales force productivity of food processing companies in Nigeria were influenced significantly by employee welfare and reward ($\beta_2 = 0.735$) and organizational sustainability of food processing companies in Nigeria were influenced significantly by recruitment and succession planning ($\beta_3 = 0.806$). This research work filled the gap in the corporate performance literature by stressing the influence of human resources management in contributing to organizational performance. The study resolved that human resources management has a substantial effect on the performance of food processing companies in Nigeria. It is a point that to succeed in the chaotic and stormy business environ, companies need to remain innovative to maintain competitive advantage. It is this insatiable need to lead the pack that human capital management emerges a treasured tool for management to guarantee success.

Key Words: *human resource management, performance, business environment, people*

Table of Contents

Declaration	i
Acknowledgments	ii
Abstract	iii
Table of Content	iii
CHAPTER ONE	1
1.0 Background to the Study	1
1.1 Problem Statement.....	3
1.2 Research Objectives.....	6
1.3 Justification of The Study.....	7
CHAPTER TWO	9
2.0 Theoretical Background.....	9
2.1 The effect of training and development on employee performance	9
2.2 The influence of employee welfare and reward on sales force productivity	13
2.3 The contribution of recruitment and succession planning on organizational sustainability	20
2.4 Gaps in Literature	23
2.5 Researcher’s Conceptual Model	26
CHAPTER THREE.....	27
3.0 Research Model.....	27
3.1 Research Questions	27
3.2 Research Design.....	28
3.3 Study Area and Population Study	29
3.4 Method of Data Collection	29
3.5 Sample	31
3.6 Instrument of Study.....	32
3.6.1 Response Form of Data Collection Instrument.....	32
3.6.2 Administration of Research Instrument	33
3.6.3 Pilot Study.....	33
3.6.3.1 Validity of Instrument	34
3.6.3.2 Reliability of Instrument	34
3.7 Method of Data Analysis	34

3.7.1 Model Specification	35
3.7.2 Model Evaluation	36
3.8 Research Limitations.....	36
3.9 Ethical Considerations	37
CHAPTER FOUR	38
4.1 Demographic Data of Respondents	39
4.2 Analysis of Respondents Composition by Questionnaire Administered	43
4.3 Empirical Analysis	49
4.3.1 Test of Hypothesis One (H_01).....	49
4.3.2 Test of Hypothesis Two (H_02)	52
4.3.3 Test of Hypothesis Three (H_03)	54
4.4 Discussion of Findings.....	57
CHAPTER FIVE	60
5.1 Summary of Research.....	60
5.2 Summary of Findings	61
5.2.1 Theoretical Finding	61
5.2.2 Empirical Findings	61
5.3 Recommendations.....	63
5.3.1 Recruitment and Selection	63
5.3.2 Employee Involvement and Job Security	64
5.3.3 Training	64
5.3.4 Compensation and Rewards.....	65
5.3.5 Career Planning	66
5.3.6 Appraisal and Performance Management.....	66
5.4 Conclusion	67
5.5 Implications of Study	68
5.6 Opportunities of Future Research	69
Bibliography.....	71
Appendices	76
Survey Instrument	76
SPSS Result of Regression Model.....	80

List of Figures and Tables

Fig 4.1 Questionnaire Administered	39
Fig 4.1.1 Gender Classification of Respondents	40
Fig 4.1.2 Age Classification of Respondents	41
Fig 4.1.3 Marital Status of Respondents	41
Fig 4.1.4 Educational Qualification of Respondents	42
Fig 4.1.5 Cognate Work Experience of Respondents	43
Fig 4.2.1 Training and Development	44
Fig 4.2.2 Employee Welfare and Reward.....	45
Fig 4.2.3 Recruitment and Succession Planning	46
Fig 4.3.1 Employee Performance	47
Fig 4.3.2 Sales Force Productivity	48
Fig 4.3.3 Organizational Sustainability	49
Table 4.3.1 Model Summary 1.....	50
Table 4.3.2 Model Summary 2.....	53
Table 4.3.2 Model Summary 3.....	56

CHAPTER ONE

INTRODUCTION

1.0 Background to the Study

The element of human capital contributes a pivotal portion in the prosperity of an organization for the reason that individuals are the most vital and prized assets, which all organizations endeavor to appeal, withhold and retain via a well-thought-out, cultivated and invigorated employee strength. The purpose of human resource turns out to be pertinent as a dominant corporate apprehension based on its capacity to syndicate employee training, wellbeing and work-life balance with organizational performance. A significant proportion of research pointed to the direction to have recognized a correlation between the practices of human resource management and organizations performance (Katou, 2008). However, it is debatable when looking into the validity of the study predominantly in consonance to what manner to establish that a specific practice of human resources or set of practices of human resources can be revealed to have a momentous influence on the performance of organizations. The human capital management in companies has developed and is viewed as an essential factor in fostering and preserving organizational performance (Bowen and Ostroff, 2004; Ostroff and Bowen, 2000). The administration of human capital is always in pursuit to eradicate the introspection character and assumes a by and large unitary outlook. It stresses proactive policy and preparation somewhat than reactive solutions and treatment, so that staff collaboration is offered by events of organizational culture, compensation, training, team coherence and work-life balance for all staff. In the view of Armstrong (2009), the author

delineates Human Resource Management (HRM) as a deliberate and lucid method to the administration of an organization's most prized assets. In the same vein, Wright and Boswell (2002) outlines the premise as a group of structural actions targeted at overseeing a collection of human capitals, making sure that they are fully applied towards the attainment of predefined goals.

In order to buttress the aforementioned points, Ahmad and Schroeder (2003) also discovered an affirmative impact of human resource management practices, decentralization through the use of teams, effective recruitment, rewards and enticements, grade differences, information sharing and job security) on operational performance (flexibility, cost reduction, deliverability, commitment and quality) as a proxy for organizational performance. At the advent of swift globalization and stiff competition prevalent in the ever-changing corporate atmosphere it turn out to be pertinent for the food processing companies to embrace plans for improved performance and survival. Management in this day and age is modifying its attention on generating increasing proficient and prolific labor force. It is the obligation of human resources for the effectual utilization of other assets like physical, financial and natural assets in an organization. In prolongation of this claim, Sang (2005) likewise observed an optimistic impact of the practices of human resource management (explicitly, incentives, team building, training, employee involvement, human resource development, status difference, performance appraisal and staffing employment security) on the performance of organization. The management of staff has surpassed from strategies that collate grime to practical applications that renders outcomes. The management of human resource practices has the capacity to craft organizations into increasingly bright, elastic and skilled than their

competitors via the enforcement of strategies and practical applications that reinforces on rigorous recruitment and selection, improved training skilled staff, highly motivated workforce and guiding their finest exertions to liaise within the asset package of the organization.

The commercial of the food processing is not merely money concentrated, where the vital element of capital is to view the core proficiencies and skills of manpower as the compact enablers to escalate the attainment of organization productivity and the sustainability of industry. In order for organizations or corporate entities to attain required results, management is obligated to cultivate competent employees in terms of their capacity to perform their job functions commendably (Klein, 2004). This study conducted as a quantitative research thus, scrutinizes the role of human resource management that is training, welfare and recruitment and succession planning on the performance of food processing companies.

1.1 Problem Statement

The management of human resource has achieved momentous inroads into the food processing companies in Nigeria. It is mutual to perceive large food processing companies in Nigeria put together an entire department for the singular aim of handling human resources plus outsourcing to professionals in the discipline to oversee the human resource management. The significance of appropriately supervising staff cannot be ignored. Unfitting strategies and practices of human resource management of some of food processing companies in Nigeria is a foundation for the span of this thesis.

The food processing companies have streamlined the rate with which it offers in-house training events to staff as a result of cost reduction; thus this has generated a

training lacuna as equipping staff with current and upgraded skills have suffered setback. Employees tend to lack technical skills and exhibit their inability to adopt advanced methodologies. The staff who work with machineries are considered to lack sufficient knowhow to tackle difficulties as perchance they are not accurately skilled and oriented when they join the companies. This research examines the need to prioritize staff training with regards to employee performance. Training is a pragmatic process aimed at illuminating manpower knowledge, competency, talent and skill, essential to carry out their duties efficiently. Generally, training influences administrative competitiveness, income and performance. However, the majority of foods processing companies are not identifying the significance of training to grow their employee performance and when the production decelerates or when revenues decline, many food-processing companies initially pursue reduction in their training funds.

More often than not, employees are fascinated to choosy organizations not so much because of the remuneration that are specified in the advertisement; on the other hand also for the reason of the welfares committed to them. The welfare packages typically take the form of medical, housing and transport perks in combination with retirement or pension incentives amongst other possibilities. These offers may induce the individual in question to work in each company. The absence or decrease in these prime benefits of such personnel into the company will without doubt lessen the optimism as well as the productivity of the sales force, which will eventually mirror on the performance of organizations. The problem this research work seeks to address is that the delivery of staff welfare affects productivity of the sales force in an effort to increase sales volume as organization performance hinges on the psychological and corporeal

abilities of their manpower which can be credited to the diverse dynamics such as living conditions and health. As an outcome of internal and external environmental factors, many staff are defenseless when it comes to high risk of having injury or infection in the course of operations, a high upsurge of sack from managers and events ascribed to unfortunate work settings, tooling, extended working periods and nonexistence of psychotherapy. The application of staff's reward system in the food processing companies is not too real, manpower welfare is deficient as pay arrangement or disbursement is belittling. Regardless of the benefits coupled with motivating employees, it is unacceptable that most food processing companies in Nigeria do next to nothing about the issue of gratifying their sales force. A greater percentile of such companies takes benefit of huge employment deficit in the country to maltreat their workers. This includes delayed remitting of salaries or non-remit of allowance (i.e. leave bonus, medical allowance, wardrobe allowance, overtime allowance, housing allowance, etc.), poor working surroundings, just to mention but a few. The reoccurring sequence of many of the food processing companies is that "the worker ought to quit if he/she is not pleased with the condition of service". The food processing companies are positive that "inexpensive employment" is readily obtainable in Nigeria. Most of the workers are not contented with the companies; as an outcome of this, they reduce their commitments and productivity.

The primary objective of every organization is to attract, acquire and retain the most talented and proficient human capital. This can only be attained when the organization employs the finest tailor-made recruitment and succession planning. Some positions in the organization are likened to the life-wire of the company; organizational

sustainability depends to a large extent on such positions and hence cannot be left unoccupied even for an elongated time or filled by inept individual out of necessity rather by the top competent individual. Deficiencies in the recruitment and succession planning process seems to have resulted in a lack of continuity in the performance of food processing companies due to the inability to replace talents whenever they leave the organization. Organizations are spending immensely on keeping some personnel that have proven to be indispensable even though it is realized that they seem not to have interest in working in the organization but this occurs as a result of lack of succession planning in the organization. In the deficiency of the required level of the quality and skill of manpower in the organization, the organization will be limited in addressing threats and challenges. Organizations that carry out recruitment without adhering to due process but rather use favoritism and nepotism to hire individuals will eventually compromise the quality of their human capital, which in turn will diminish the sustainability of the organization.

1.2 Research Objectives

This research paper's all-encompassing objective is to embark on an investigation into the part played by the human resources management function on the performance of selected food processing companies in Nigeria. The following are the specific aims.

- To ascertain the significant influence training and development has on employee performance in selected food processing companies in Nigeria.
- To assess the influence of staff welfare and reward on the sales force productivity of selected food processing companies in Nigeria.

- To analyze the contribution of recruitment and succession planning on organizational sustainability of selected food-processing companies in Nigeria.

1.3 Justification of The Study

In the near future, food-processing companies especially in Nigeria will come to the realization that unquestionable point that the materialization of competitive advantage lies in the strength of the human capital. Food processing companies have progressively acknowledged the talent of their human resources to be a basis for its existence. In the past, consideration was given to human resource management practices and its influence on organizational performance. Food processing companies will need staff with superior abilities and capacities, correct approaches and behaviors to make things happen. Performance culminating into employee performance, sales force productivity and organizational sustainability depend on the prime optimization of employees. Nevertheless the rate of mechanization and technology, food processing companies is predominantly a manpower demanding industry. Therefore it will be impossible for the food processing companies to sustain performance without the management of human resource given primary significance since the machines is merely an assistance to man power and not a replacement afterward. Now more than ever, food processing companies are becoming more innovative when it comes to their human capital management function; as the world is a global village and is more competitive (Sparrow, Schuler, and Jackson, 1994). In recent times complex and ever-changing corporate world, organizations especially in the food processing companies want to guarantee extreme application of their assets to their own gain; a requirement for company wide

sustainability. It has been presented that companies can generate and maintain their competitive advantage through the effective management of its “management of non-substitutable, rare and valuable” (Barney, 1991). This study will present to a more convincing comprehension of the function of human resource practices in generating and supporting organizational performance, with reference to relevant examples from Nigeria.

CHAPTER TWO

LITERATURE REVIEW

2.0 Theoretical Background

Gradually, companies are coming to the realization that they have to strike a reasonable equilibrium between the staff member's contribution to the organization's goals and vice versa. In this section, relevant literature is reviewed in order to highlight what has been done and what still needs to be done in this direction, taking into account the current situation in organizational performance as it relates to the human resources development. An ephemeral writing on human resources development and the performance of food processing companies is presented as the theoretical framework.

2.1 The effect of training and development on employee performance

Training and development have become as such a vital aspect of current administration as a result of the practical abilities they epitomize in the economy (Noe, 2008). The Longman Dictionary of Contemporary English (2009) defines training as "a process to teach someone or to be taught the skill of a specific activity or job". Whereas development implies enabling a company progressively improve to a new formidable and developed position. Researchers have equally presented ambivalent opinions with regards to the context of training and development. However, there is need for workers to show improvements in their productivity by embarking on Training and development procedures. Training can be understood as a methodical procedure to facilitate the attainment of skills, instructions, ideas or behavior that yields in an upgraded connection.

Noe, Hollenback and Wright (2009) postulated that growth, in this case, development, is more long term focused therefore increasing the overall efficacy of the entire organization. Regardless of the divergence between training and development, they both bring about improvement in attitude of the personnel and change in the organization. The procedures through which the employees of an organization are empowered i.e. using the most effective and efficient techniques while maintaining minimum costs is what Training and development is all about (Dessler, 2003). The notion has become most imperative to the success of 21st century organizations. It is evident that food-processing companies compete on the basis of core competencies. Training contributes a pivotal function in cultivating and solidifying these strengths, which ends up being part of the pillars of strategy implementation.

As a result of swift shifting in technologies, this necessitated that employees incessantly develop their Knowledge, Skills and Abilities (KSA), to be able to handle advanced systems and processes. Byars and Rue (2000) suggested that more often than not, employees need to continuously develop to sustain performance levels or to bend to advance techniques of perming their work. Quite loosely, Training has been refereed to as, for the most part, an effort from the part of the company to stimulate learning among employees. It focuses mostly towards intently effective and concerned with short-lived productivity, while development focuses on an employee's long-term ability for perform future tasks. Training involves deliberate activities premeditated to change productivity at the employee, departmental and/or organizational echelons. Enhanced performance suggests that there have been quantifiable improvements in knowledge / skills, social behavior, and/or attitudes (Carrell, Elbert and Haffield, 2000).

However, instead of importance to be given to defining the content and nature of the training the employees should receive in relation to their job specification, companies occasionally have been known to focus too much on the methods and techniques of training (Jones and Obikoya, 2007). Development comprises of other experiences such as careers regardless of the keen demand for training. Training and Development can be presented simply as a procedure of helping a person improve their efficiency and effectiveness to a particular job aspect by increasing knowledge and practices (Newstrom, 2011). Education is centered mainly with enrichment of knowledge; rather the objectives of training and development are more knowledge despite fluctuating competences and attitudes in a decent manner (McCabe, 2003).

In discipline of Human Resources Management, training and development is the field centered with programs which are targeted in the view of Heathfield (2005) on the emphasis of all areas of developing the workforce so that the organization and employees can achieve their work objectives in service to customers for improving employee and department performances in situations (DeSimon and Harris, 2002). Cost, amongst other factors, is a very significant reason for the absence of training programs looking from a factual perspective. Nevertheless, in recent times, an emerging concept has come to stay regarding training and development which connotes “trainers through trainees” although training employees in large sizes, many countries apply that method to lessen their training and development costs (Brewster, et al, 2000). Training and development contributes a paramount role in the performance appraisal process, which is a cardinal for employers to

ensure that employees are working in connection to organizational objectives (Gomez-Meija and Balkin, 2002). Ramlall (2004) discovered that companies embracing “transformational” employee relations, those stressing dispute resolution and cooperation had lesser costs, less staff turnover, higher performance, and a better yield to direct employee hours than the companies applying “traditional” adversarial employee relations apparatus. Yesufu (2000) displayed that a number of inventive work practices acquired through training will improve productivity. Bloisi, et al. (2008) recognized a connection between the acceptance of training programs progression in productivity, and displayed that extensive recruiting exertions augmented productivity. Bush and Middlewood, (2005) meta-analysis confirmed that training, sociotechnical and goal setting, structures design had substantial and positive influence on productivity. It was also reiterated by Yesufu (2000) that employee turnover can be efficiently managed via training which then has a substantial effect on organizational performance.

Training and development can be fostered through measuring learning tactic. Jones (2005) claims that learning is the ability to frequently improve in one’s capability and capacity so as to offer results. Learning is the fashioning, transferring, interpreting, acquiring, and retaining of information; therefore, it should be centered on decisively transforming one’s attitude to replicate on advance insights and knowledge (Dessler, 2005). Learning philosophies include participation, feedback, transference, relevance, and repetition. Making the most of learning is offering lucid responsibility directions and model appropriate attitudes. To improve learning through training, it must offer for energetic involvement, linking training methodologies to trainees’ self-efficacy, establish precise, well-timed,

problem-solving, and real-world response, and offer chances for trainees to apply new attitude. Employee aptitude can be observed as the capability an employee has in carrying out a task and this can be fundamentally fostered via training and development intended to improve employees' skills and cook them for extra tasks (Bush and Middlewood, 2005). According to Lorenzana, (2003), in recent times many companies have abridged employee dependency on their managers and positioned more weight on the capability of workers to be able to have control over (and task for) the job that requires to be performed; this procedure has been branded empowerment which clarifies how training and development have been able to inculcate the sense of responsibility in workers, via transmitting direction from an external source (usually the immediate trainer) to an interior source (the worker's own aspiration to do well).

2.2 The influence of employee welfare and reward on sales force productivity

Padhi (2007) indicates that the notion 'Employee Welfare' refers to the amenities offered to worker inside and outside the company premises such as rest rooms, canteens, housing, recreation facilities, and all other services that supports the wellbeing of employee and efficiency of employees. Reward talks about to the aids, "which employees receive in return for working on behalf of an employing company" (Heery and Noon, 2001, p.311). Rewards are measured as advantages expected after a positive conclusion of an assigned responsibility. Two key aspects are intrinsic and extrinsic rewards. Extrinsic rewards contain material, social or financial rewards like cash payment or numerous employment packages containing occupational pension and health insurance. On the other hand, personal development, job satisfaction, recognition and social status that can be devoted to particular work roles are self-gratifying and psychological benefits which are intrinsic rewards (Heery

and Noon, 2001). Motivation performs as a driving force that points workers towards their goals (Kreitner and Kinicki, 2004). Eller, Doerfler and Meirer (2000) claimed that being financially liquid matters, predominantly to experts whose remunerations fall short of private needs. The authors further postulated that despite the fact that pay may not equal contentment, the fact still remains that humans have economic needs which must be satisfied. A worker reward scheme encompasses of a food processing company's combined processes, practices and policies for satisfying its workers in consonance with their input, competence and skills and their market value. This evolves within the outline of the company's reward thinking, policies and strategies.

The reward architecture of workers has measures in the shape of practices, processes, procedures and structures, which will offer and sustain fitting styles and stages of pay, aids and other mediums of reward. These rewards could be financial rewards and benefits, which combined make up total remuneration. The reward model also integrates non-financial compensation such as praise and recognition; and in several cases, performance appraisal procedures (Armstrong 2006). In the same light, Gneezy, Meier and Rey-Biel (2011) were of the opinion that reward is asserted to attract, motivate and retain employees and anything that is of value to the staff as a result of the job. In furtherance to this notion, Thompson (2002), suggests that reward archetypally incorporates not only features such as pay and benefits, that can be quantified, but also indefinable components like exercise responsibility and scope to achieve, career prospects, training and development, motivation that comes from the job itself and the welfare offered. Lawler (2003) also reaffirms this line of thought as he claims that the utmost extent of motivation is current when workers perform duties that are

rewarding both inherently and on the outside as well. As well as being horizontally linked with several other strategies especially that of human resources, overall reward strategies are uprightly combined with business strategies, to realize interior steadiness. This is consistent with Kaplan (2007), who stated that a reward is an all-inclusive method that aligns overall company strategy with people strategy. Its theoretical foundation is that of bundling, so that diverse processes are interconnected, consistent and equally emphasizing (Armstrong, 2006). The objective of total reward is to make the most of the joint influence of a multiple choice of benefits on commitment, enthusiasm and job commitment. Therefore, overall reward clinches all aspects that of significance to workers.

Furthermore, Gneezy, Meier and Rey-Biel (2011), clearly state that a reward strategy is serious to resolving the concerns formed by hiring and retention as it forms a job experience that meets the employee requirements and encourages them. According to Armstrong (2006), the outcomes of a reward system comprise of a joint impact of various mediums of rewards, which enables a long-lasting influence on the commitment and motivation of staff. This is consistent with the work of Hutcheson (2007) who claims that companies that apply reward strategies have the ability to found a specific group of rewards to maintain the company's brand and it allows the organization to hire and keep a competent labor force. The author opined that reward strategies, other than offering a wider, more consistent mechanism for communicating, also offer a blueprint for appraising reward benefits. Emerging and applying a rewards strategy is a serious company wide interposition which needs senior management backing. Management should admit the gradual significant function of reward strategy in attaining business objectives; thus certifying that food-processing companies convey the

correct extent and combination of compensations to the correct employees, at the correct time and purpose. So also, managers should offer rewards that are realistic, impartial and at the same time are valued and is a direct reflection of what behaviors are expected of them (Mullins, 2010). Senior managers should strive to get the right blend of rewards in order to stimulate innovation, performance and finally, attain set organizational goals rather than imitate the reward processes of its industry peers.

In a like manner, Morris (2006) argues that managers must purposely form a robust tailor-made reward system to that best fits its own business context which will be different from that of its peers. A reward strategy enunciates in modest but commanding footings how food-processing companies should devote their assets, strengthen their primary philosophies, and generate substantial gains. Lawler (2003) opined that for a reward scheme to be successful, it must encourage staff by empowering them, letting them contribute towards their own productivity. Similarly, Griffin (2006) claims that in creating a reward strategy, it is paramount to have a good knowledge of the company's strategies, objectives, capabilities to render and maintain alterations in reward plans and focal parameters of success. Comprehending the rewards inclinations and their worth as the staff observed, assists companies fine-tune the reward components to hire and keep required skill combinations (Morris, 2006).

Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene Theory, was borne out of the premise that people have two circles of needs which are needs as animals to circumvent pain: and needs as humans to mature psychologically. Herzberg (1966) found

that employee state of mind on the job depended on two distinct premises - satisfiers and dissatisfiers. Satisfiers (Motivators) comprise of five elements, which evolved as strong determining factors of job satisfaction: recognition, achievements, advancement, work itself and responsibility. Dissatisfiers (Hygiene Factors), the contributing factors of job dissatisfaction, were observed to be: working conditions, company policy, salary, supervision, interpersonal relations and administrative policies. Four-drive theory, concocted by Harvard Business School professors Paul Lawrence and Nitin Nohria, arrests several latest findings (Lawrence and Nohria, 2002). As a result of their appraisal of prevailing investigation, four drivers were discovered to relate to all. They are the push to gain which is the drive to control, pursue, take and preserve substances and individual experiences. The drive to gain spreads outside essentials like sustenance; it involves the need for virtual importance and respect in society. Therefore, it is the basis of rivalry and the foundation of desire for regard. Drive for bond is the drive to develop common connections and cultivate joint helpful promises. Drive to defend forms a “fight-or-flight” reaction when in danger while the drive to learn pursues to improve acquisitions, relationships, and knowledge.

Priti (2009) states that employee welfare programs are there to stimulate economic growth increasing productivity and performance while allowing employees render their services wholeheartedly. On the contrary, Mwiti (2007) argues that the presence or absence of welfare facilities may not directly impact an employee’s job but may be noticeable in their attitude to work and the organization’s staff turnover. Manzini and Gwandure (2011) argued that providing a conducive environment for work and life could be provided through welfare facilities, as these would make life more comfortable for employees and their dependents.

Other welfare facilities can be offered as well which complement the employee's income such as accommodation, recreational facilities, medical aid and feeding (Mishra and Manju, 2007). In addition, welfare packages help to uplift the living conditions of employees. This increases the devotion of employees to their jobs which in turn improves their efficiency and facilitates goal congruence, aids companies' popularity and visibility (Priti, 2009).

To enhance employee efficiency on the job, companies need to build fitting staff well-being packages and incentives (Alemika, 2008). Finger (2005) affirmed that upgrading employee morale and spirits could be performed by dealing with the issues of confidence. Welfare measures, salary additions, and attitude surveys carried out periodically can advance financial outcomes and consequently decrease staff turnover. McGuire and McDonnell (2008) recommended that staff well-being services assist meaningfully in lifting morale and innovative capacity employees possess. Ultimately, sales force productivity will improve in the office resulting in better incentive building. The employee to be confronted can then take on more thought-provoking jobs and duties. Torjman (2004) debated that besides keeping employees happy and their emotional growth, their mental and physical shape can be attributable to recreational facilities and other welfare amenities. This goes to say that a positive mental attitude in employees shows in their performance which leads to improved overall performance in the organization. In concurrence, Allender, Colquhoun, and Kelley (2011) suggested that the healthier the staff retained by an organization, the higher the levels of motivation system wide. In a research that investigated the effect of health status of staff members on several employee welfare programs in organizations in the United States, Eaton, Marx, and Bowie (2007) found in 67.2% of the outcomes of their data collected, that welfare

packages that included health benefits could entice, keep highly skilled employees with very high productivity levels.

Haines, et al (2007) investigated the efficacy of the 12-weeks walking program in improving staff fitness. Questionnaires were administered to 125 college staff to assess their fitness levels. Consistent with the aforementioned, the outcome of the study showed that including fitness programs has had a favorable impact on staff welfare and job delivery. Walker and Foster (2006) suggested a pension provision scheme as a non-financial non-wage reward scheme that could be used by senior management as incentives for employees. A high correlation has been found between pension scheme membership and lower staff turnover rates in organizations (Taylor, 2000).

Chen et al. (2006) in their study examined the approval levels of instructors on six quality qualities and the significance of developments in Taiwan. 248 questionnaires were sent out but only 192 recipients responded and were collated. The findings further proved that among the main issues that increase enthusiasm, the retirement scheme was tops. In line with the above, Ramachandran et al. (2005), in the research they conducted which investigated factors that affect motivation and job satisfaction amongst instructors in India, held the opinion that a significant number were more satisfied with their job when offered a pension scheme by the Indian government. Jibowo (2007), as did Herzberg et al, (1959) in a study on the influence motivators and hygiene have on performance within a group of 75 adhoc staff within the Nigerian agricultural sector, agreed with the premise that motivators do in fact affect job performance. Akerele (2001) found a link between poor compensation packages

and organizational profits. The research found that a fall in staff morale was as a result of the difference in the wage rates of higher and lower income earners within the organization. Other research by Georgellis, Iossa and Tabvuma (2010) exposed that external incentives such as working hours and earnings, amongst others, are either immaterial or they exercise an undesirable influence.

2.3 The contribution of recruitment and succession planning on organizational sustainability

Engaging executives should emphasize on hiring exercises fashioned to entice the required applicants for the role at hand. Selection programs can clinch recruitment fairs, internal efforts, vocational events, and conventional media announcements. Grounded on the requirements of existing job availability and predictions for impending staffing requirements, a human resources specialist should focus energies towards selecting the required contenders. For example, concentrating on traditional newspaper advertisements and college hiring fairs is applicable for lower grade placement with a food-processing organization. Choosing the required applicant needs spotting the exact knowledge, skills and abilities sought in a staff (Carrell, Elbert and Haffield, 2000). This can relate to the essential requirements for the particular role, like a exact certification or degrees, and the anticipated intrinsic attributes, like a penchant to recruit staff with ethical standards and good values. Other aspects hiring activity contain directing compulsory talent tests and carrying out an exhaustive family background check to be sure that the staff meets the straightforward testimonials of both the office and the company. Ward (2000) presented succession planning as the process of preparing to renege control of the business to a different party in order to ensure that

operations and core values of the business are not tampered with. It also entails identifying potential applicants who have the requirements to occupy certain essential roles within the organization.

Staff recruitment tends to be a conscientious procedure owing to the fact that it is a vital component of any business and it pays to do it correctly. When food-processing companies identify the right personnel for a particular role, ensures their welfare is taken care of, there is a higher likelihood of them committing themselves to the company for a longer period. If this happens, the company is able to recoup its initial and continuing stake in developing the member of staff. According to Thompson and McHugh (2009), without the right personnel, a company with immense physical resources as well as latest technologies will struggle to achieve results it requires.

This is factual and it cuts across the entire range of business doings e.g. hospitals, banks, food processing companies, schools, and restaurants, etc. Poor selection during the recruitment process can be a very costly mistake indeed for the company. The applicant's technical competence must be ascertained before the role is offered to them. Time and money spent in employing any staff will prove costly and uneconomical when a qualified contender is allowed to 'get away' and eventually hired by a competitor. In contributing to the appropriate experience and technical competence, a company must see the need to be certain that it can depend on candidates' willingness, faithfulness and commitment concerning the company and its objectives (Gilmore and Williams, 2009). Job advertisements form a vital aspect of the recruitment procedure. The different mediums to converse job openings

comprise both local and national newspapers, specialized recruitment consultants, and the Internet. Not every job opening is displayed in every media platform. Lower grade functions are likely to be posted in the local newspaper whereas more technical roles may be otherwise posted on the Internet. Unlike advertisements in the print media, those posted on the Internet can be personally designed and can be accessed for as long as the advertiser has it online. It also allows the food processing company build a database of interested applicants who may be emailed in the future if and when a similar opportunity comes up. Online (internet) services and its publicity outlets are known to aid both the employer and employee in the marketplace and it equally enables the food processing company to market rapidly whenever opportunities come up (Dessler, 2003).

Every advertisement highlights the requirements for each role available and serves as a direction for the enquiries the applicants will face at the interview stage. These include critical competences that are obligatory. Recruiters contribute immensely to the organization's ability or in fact, inability to achieve its goals. This is because, fundamentally, they filter out all applicants that do not meet the job requirements thus leaving only the best ones that is if done correctly. Given the dynamic nature of today's business environment, companies seek to recruit people with certain qualities depending on its culture, thus developing a foundation for goal attainment. Cost is an important factor to consider when planning the recruitment and selection process of a company's human capital. The ways in which the recruitment process, if done wrongly, can result in monetary fatalities cannot be over emphasized. If for example, an applicant's competences are not assessed properly, they may make mistakes on the job which would cause the organization in damages and /or waste and idle time.

If it is discovered later that such an employee requires to be reskilled or substituted, it further eats into the company's time and resources which could be better utilized elsewhere. Such a grave shortfall in the recruitment process could lead to high staff turnover rates. Lockwood (2006) shared this view as these weaknesses would result in staff with high tendencies to move from one job to another been recruited. They thus have to verify references and run background checks with previous employers. Ershad, Reza and Kambiz (2015) performed a study on the standing of succession planning in organizations. The research studied succession planning as an efficient method of conserving corporate memory and refining expertise.

Succession plans are orchestrated to find the most probable applicants for management placements, preserve organizational knowledge, intellectual capital and secure effective leadership development.

Scharmer (2007) developed a model, referred to as "Scharmer's Theory U Model". Scharmer opined that an organization's senior management needs to act in a timely manner when implementing a succession plan. According to the model, the implementation process starts from the pressing future and sustains a notion of "a U process of five movements that can make change possible" (Scharmer, 2007). The research named these movements as "co-initiating, co-sensing, presencing, co-creating and coevolving".

2.4 Gaps in Literature

This research work strives to fill the gap in the literature by examining the effect of human resources management on organizational performance in Nigeria's food processing industry. Information about the past and present is handy only to the degree that it has a role to play in

the decisions about the future. It is without saying, therefore, that as the advent of human resources management, the food-processing sector has been subliminal and unable to achieve optimum employee performance, sales force productivity and organizational sustainability in spite of sparingly embarking on training and welfare.

Some writers based their study mainly on an investigation the different theories on motivation and the impact they have on retention rates of human capital within the organization and also the role of labor in productivity. This research work on the other hand, has taken steps further to establish the correlation between the holistic function of human resources management and organizational performance and additionally melts the human resources management concept down into defining the role of training and development, welfare and reward and recruitment and succession planning on organizational performance of food processing companies. This was to ensure the efficacy of projected outcomes of this research escapade. The researcher also employed data from three (3) selected listed food processing companies which can be viewed as an improved version on other research works spanning about three (3) years. This research work also applied well-structured questionnaires as the foundation of data collection while some researchers employed interviews and other sources of data. The researcher encompassed data regarding the notion of human resource management, and that of organizational performance and its mediating variables while a few researchers stopped at giving an antique origin of the subject matter before moving into the main aim of the research work.

Over time, a considerable amount of studies have been performed on the impact of human resource management has on organizational performance. Although grounded on the researcher's comprehension, the gap in the literature is that the effect of human resource management as it relates to the food processing companies in Nigeria has been sporadic in the past studies. This research work consequently proposes to overcome this gap of the prevailing empirical literature.

Ahmad and Schroeder (2003) identified the impact HRM practices on operational performance while considering geographical and other dissimilarities. However, this piece of work paid attention to the effectiveness of HRM in Nigeria as it relates to the organizational performance of food processing companies. Also this study will ensure that equipped staff are accessible in the administration of the research instrument to certify that accurate performance in the organization is effectively captured. Ershad Reza and Kambiz. (2015) paid attention to the importance of succession planning in organizations while this research work went a step further to value the importance of training and welfare.

It is pertinent to note that the elements and practices of human resources management applied in the work cannot be done in isolation of each other. An effective training program can be ineffective if there is no inspiring welfare program to encourage the staff to participate whole-heartedly in the training exercise. In effect, a training exercise is dead on arrival if the organization had gone ahead to hire the wrong hands; no amount of training might suffice to do the magic. What this research has brought to the table is the necessity for food processing

companies to view these HRM practices as holistic and symbiotic and mutually dependent on each other.

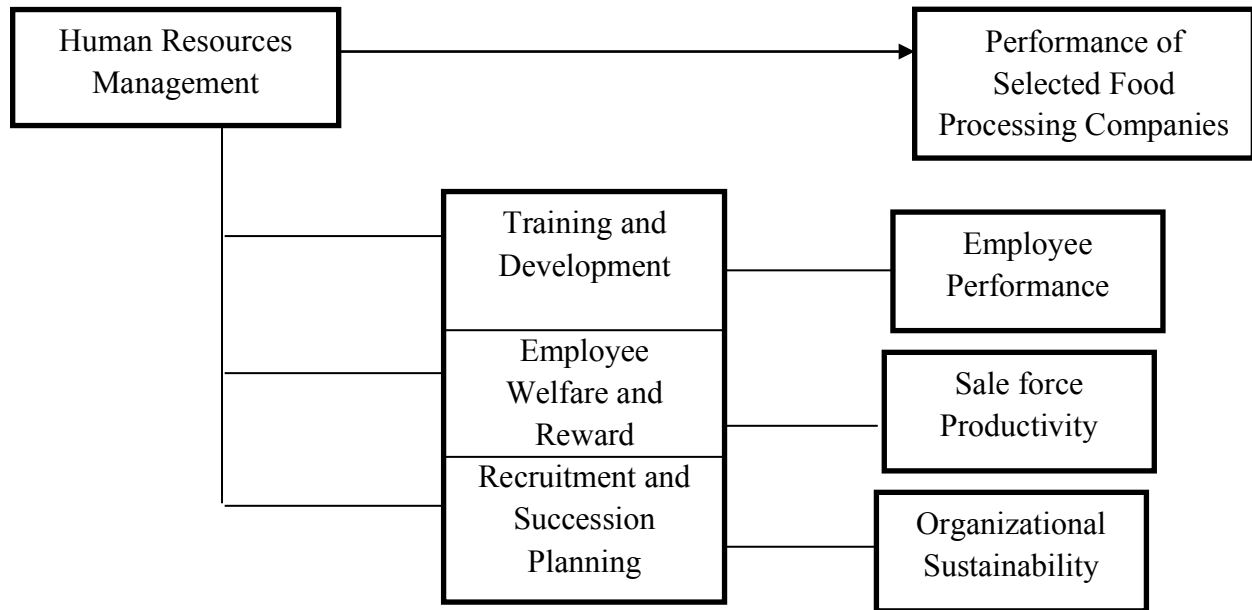
2.5 Researcher's Conceptual Model

The conceptual model of this research work determines the correlation between the dependent and independent variables. The independent variable is human resource management using training and development, welfare and reward and recruitment and succession planning, as proxy while organizational performance is the dependent variables using employee performance, sale force productivity and organizational sustainability as parameter indicators.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Research Model



Source: Adamu, (2018)

3.1 Research Questions

The subsequent questions were employed as the center for exploring the role of human resources management on the performance of selected food processing companies in Nigeria:

- What is the significant effect of training and development on employee performance of selected food processing companies in Nigeria?
- What are the influences of employee welfare and reward on the sales force productivity of selected food processing companies in Nigeria?

- What is the contribution of recruitment and succession planning on organizational sustainability of selected food processing companies in Nigeria?

3.2 Research Design

In this study, quantitative methodology will be employed. Since quantitative research comprises surveys and questionnaires which assist organizations to develop their products and services by empowering them to carry out knowledgeable choices. Quantitative research is focused about questioning valid respondents for their views in a well-structured manner so that study can yield solid evidences and data to direct the researcher. This research philosophy aligns well with the quantitative research method, since it suggests investigation of the subject from the objective perspective thus contributing to the accuracy and specificity of end results (Saunders et al., 2012). To acquire dependable statistical outcomes, it's vital to observe persons in justly enormous figures and to make certain that they are a symbolic section of the objective. This research will apply a relational study design in a bid to investigate the link between human resource management (HRM) and performance of food processing companies in Nigeria. Correlation study approaches are applied to find connections and outlines of interactions among parameters in a single set of theme. In correlation research, an investigator may be capable to present a hypothesis around a projected connection. When two parameters are related, at that juncture one parameter can be applied to envisage the other. Three human resource management practices incorporated as independent variables in this research were training and development, employee welfare and reward and recruitment and succession planning. And the performance of food processing companies was the dependent variable in this research work which was represented by

employee performance, sales force productivity and organization sustainability. The research methodology will be centered on empirical evidences gathered via questionnaire surveys with staff of selected of food processing companies in Nigeria.

3.3 Study Area and Population Study

Populations of attention is homogeneous and are further symbolic since every element of the population has one and the same opportunity to be involved in the concluding selection that is made. The objective population for this research work will be the employees of three food-processing companies namely Friesland Campina WAMCO Nigeria, Dufil Prima Foods Plc. and Coca-Cola Hellenic Bottling Company Plc. These include all employees in production and operations department, procurement and supply chain unit, marketing and sales, product development, account and finance unit, just to mention but a few. Researchers habitually have attentiveness in specific set of individual items which are stated to as study population. In the view of Kombo and Tromp (2011), they presented a population as “a set of individuals, objects or items from which samples are taken for measurement”. So also, the population magnitude is a tally of all substances of focus that hold the features or those that have information of the subject matter, being researched. The participants of the target population have features and knowledge that makes them skilled of offering the replies the researcher needs.

3.4 Method of Data Collection

In this study, both the primary and secondary data will be used. The primary data sources will be the original information collated and examined by the investigator from the survey filed. The data will be primarily sourced from the reactions of respondents to self-filling

questionnaires, semi organized conversations and participant comment tapes. The secondary sources of data are related to information already collected by an investigator or researcher instead of the user of the data. This type of beforehand-collated data is not situation precise but it can be applicable to the researched problem. This research to a substantial degree will rest on data about food processing companies in Nigeria and their human resource management practices germane resources and other acknowledged pertinent information. Existing performance reports, journals, blogs, textbooks, employment policies, annual reports and newsletters, pertinent material from the organizations' website and other recognized materials comprises of the secondary information employed by the researcher. In order to obtain the primary data to be applied in this research work well-structured questionnaires will be directed to the respondents/participants.

The aim for a well-structured questionnaire is to offer managers and employees the capacity to systematically answer to questions therefore offering an additional healthy data. The researcher will travel to Lagos; Nigeria in a bid to carry out the survey to the managers and employees of the selected food processing companies. The submission of this technique will be used to ensure that the much needed primary data are efficiently sourced from applicable respondents with the use of well-structured questionnaires on matters centered on the significant effect of training and development on employee performance of selected food processing companies in Nigeria, the influence of employee welfare and reward on the sales force productivity of selected food processing companies in Nigeria and the contribution of recruitment and succession planning on organizational sustainability of selected food processing companies in Nigeria. The survey method will be employed to also obtain prime

data for submissions that attains the better efficiency of the role of human resources management on the performance of food processing companies in Nigeria. The information acquired will be scrutinized for validity, reliability, suitability and adequacy in responding to research questions.

3.5 Sample

Applying the study population in its totality for a well definite study will not be genuine; it was founded upon this background that the notion of sampling arises. Subjective indications points to the fact that it is merely in rare situations of studies that the entire population of study is applied in research, in most scenarios applying samples gathered from the whole population has been dominant. In relations of models for human resources study, Pfeffer (1998) recognized that a research of the practices of human resource management in a precise industry expresses more meaningful outcomes than cross industry studies as “industry economic conditions are constant for all firms in the same industry” (Pfeffer, 1998) and in the setting of food processing companies the research sample fits into this notion.

Built on these distinguished evidences, in order to gather information relating to an enquiry into the roles of human resources management on the performance of food processing companies in Nigeria, the researcher will employ the use of a figure of samples of which include three (3) food processing companies in Nigeria from the study area and ten (10) senior managers, twenty (20) middle line managers and forty (40) frontline staff from the study population respectively so as to obtain information more efficiently; therefore making a total of two hundred and ten (210) participants. Stratified random sampling will be

used in the research work so as to arrest the food processing industry as a whole. This method was well thought out to cut down the cost of the survey and time of the study.

3.6 Instrument of Study

The vessel applied in collecting information will be via a well-structured questionnaire. This questionnaire will consist of a quantity of interrogations with alternatives, which ensures responses are swift. The respondents will be reacted by valid respondents. The questionnaire will encompass closed ended questions and open-ended questions. The research instrument will include of two sections, A and B. Section A will emphasis on bio data of respondents while Section B will attend to statements on the role of human resources management on the performance of selected food processing companies in Nigeria. This is one of the most applied methods employed in garnering responses while investigating with a large sample size.

3.6.1 Response Form of Data Collection Instrument

The questionnaire is organized in the custom of manifold options. The wide range of choice questions is applied so as to offer the substance to which weight will be committed when evaluating and examining the hypothesis. The questionnaire to be distrusted will be well thought out and evident and it comprises close-ended questions. A likert scale will be employed to determine the degree of notion from the respondents. These answers state of mind are apprehended applying: strongly agreed (5), agreed (4), undecided (3), disagree (2), and strongly disagree (1).

3.6.2 Administration of Research Instrument

For food processing companies in Nigeria, it will be likely to collect the questionnaires on the same day of administration. A total of two hundred and ten employees will be administered the questionnaire. Nevertheless as a result of proximity and time restrictions the questionnaire will be administered to the staff and collated to the researcher and an assistant to prevent loss and offer elucidation if the need is required.

3.6.3 Pilot Study

The crux of the pilot study will be believed compulsory by the researcher so as to safeguard that the questionnaires pointers being distributed harvests the projected outcome as much as possible. Saunders, Lewis and Thornhill (2007) postulated that pilot testing will allow researchers prior to circulating questionnaires, to refine their questionnaires so that respondents will have no problem in responding the questions as well as in taking notes of the answers where essential. Bearing in mind this parameter, it is only expected that the questionnaires for the study undergo a pilot study by six staff from each organization totaling eighteen; the understudy of the selected staff will be centered on the research questions who will also make rational annotations of which the researcher will eventually take into contemplation. It is worthy of note that prior to the the pilot study, the questionnaires will be reviewed and observed by the research supervisor in the quest to defend that the questionnaire is moderately descriptive and appropriate for the study under exploration. This sort of deliberation assists in instituting content validity as well as offering the chance to ensure compulsory modifications prior to the pilot study. Furthermore, these procedures in adding to the test-retest method will

go a long way to curtail any meagerness in the compilation of the questionnaires and more prominently enforce its reliability.

3.6.3.1 Validity of Instrument

To be able to ascertain that the research is effectively valid; alteration will be carried out depending on the outcome of the re-test of questionnaire distributed and the direction of the research supervisor. Exertions will be delivered to ensure applicable extents of correct scale, simplicity of instrument and substantiation of variables.

3.6.3.2 Reliability of Instrument

To guarantee reliability of the instrument, pilot test will be performed before final collation of data via questionnaires. Answers acquired from the valid respondents will be interconnected with the value of reactions linked and construed with the objectives of the research study.

3.7 Method of Data Analysis

Data collation from the well-structured questionnaires will be scrutinized via manual coding. The data will be modified straightaway so as to obliterate, adjust or eradicate inaccuracies or vagueness while the researcher cautiously experiments the uniformity in the responses delivered by respondents. Descriptive statistics will be applied to present the data that will be garnered with the assistance of frequency tables and percentages. The tool that will be applied to collate, present and analyze the data attained will be Statistical Package for Social Sciences (SPSS) while the hypothesis will be examined applying the simple regression analysis.

3.7.1 Model Specification

The simple regression model is therefore presented below;

$$Y_1 = f(X_1) \dots \dots \dots \text{functional relationship}$$

$$Y_2 = f(X_2) \dots \dots \dots \text{functional relationship}$$

$$Y_3 = f(X_3) \dots \dots \dots \text{functional relationship}$$

$$Y_1 = \beta_0 + \beta_1 X_1 + \mu$$

$$Y_2 = \beta_0 + \beta_2 X_2 + \mu$$

$$Y_3 = \beta_0 + \beta_3 X_3 + \mu$$

Where

Y_1 = Employee performance

Y_2 = Sales Force productivity

Y_3 = Organizational Sustainability

X_1 = Training and development

X_2 = Employee welfare and reward

X_3 = Recruitment and succession planning

β_0 = Autonomous (Intercept)

β_{1-3} = Coefficient of X_{1-3}

μ = Error term

3.7.2 Model Evaluation

After the compilation of filled questionnaires from the valid respondents, coding will be performed and ascribe a number to the several indicated alternatives. The data produced from the code manual will then be examined via the simple linear regression analysis procedure. For unfettered analysis, a computer software understood as SPSS (Statistical packages for Social Sciences) will be used for standard calculation.

The analysis will be focused on the stated statistical techniques

- T-test Statistics will be applied to discover the individual statistical significant of the coefficient
- R - Coefficient of Variation will be employed to find the degree of relationship between the independent and dependent variables.
- R^2 - Coefficient of determination will be applied to observe the role of human resources management on the performance of selected food processing companies in Nigeria. The variability of the dependent variable as attributed to the independent variables will be determined applying the coefficient of determination, R^2 . The R^2 will be statistically beneficial, if it is equal to or greater than 0.5 (i.e. $R^2 \geq 0.5$).

3.8 Research Limitations

The accomplishment of this research work will be faced with some elementary limitations; in the midst of the confines including the partiality of respondents, time restrictions and academic amount of work. The unpremeditated approach of respondents in answering to the questionnaire can provide undependable good database for this study. The scope of time that the study is required to be performed and finished was limited and might

not have given sufficient chance for a wide-ranging examination. The academic workload supplemented with the performing the research work may have restricted the essential focus estimated to be given to a study of this magnitude.

3.9 Ethical Considerations

Since this research includes indirect communication with the human participants, there are some ethical considerations to address (Saunders et al., 2012). Firstly, the questionnaires and surveys will include the information consent that will demonstrate the terms and conditions of the research process and ask the participants to agree with the terms and conditions. Study contributors have a choice of whether to remain anonymous and to withdraw and their data will not be used unless a different agreement is reached. All the received primary data will be stored in the confidential manner while placing the restrictions for the access for those who are not involved in the research development process.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

Introduction

This chapter contains an analysis of the data collected from the questionnaires circulated. The data is illustrated in graphs and figures (percentages). The research questions are answered to validate their ability to render a foundation on which meaningful conclusions and insightful recommendations in the next chapter of this research work. .

To obtain primary data, two hundred and ten (210) copies of questionnaire were administered on the selected food processing companies in Nigeria. Two hundred of the questionnaires administered were returned and considered valid for the analysis. Therefore, the analysis of the data was based on the correctly filled and returned two hundred copies of questionnaire representing 95.2% of the questionnaire administered. This is shown in Fig 4.1.

The chapter is presented in the following sequence:

- (a) Demographic data of respondents,
- (b) Empirical analysis, and
- (c) Discussion of findings.

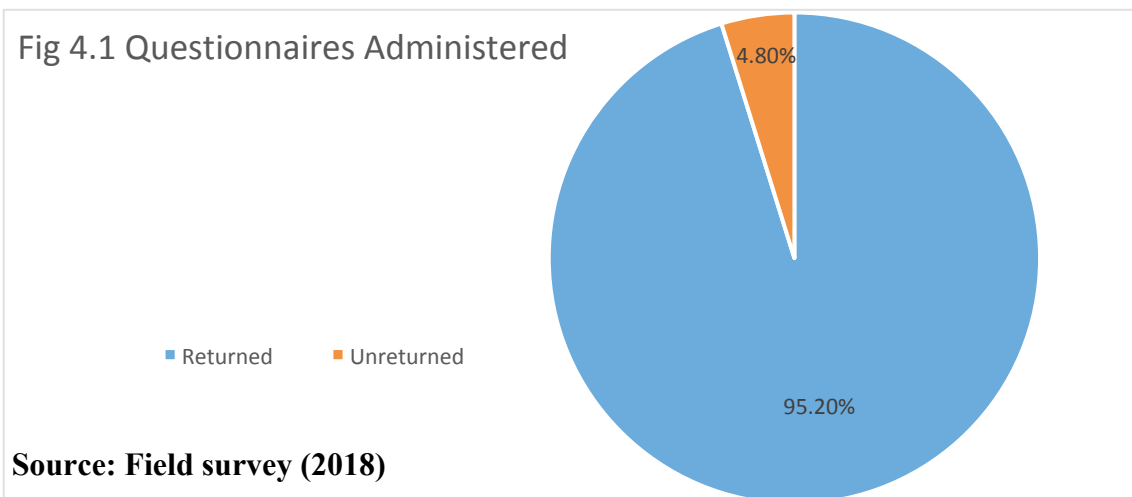


Fig 4.1, indicates the 200 respondents representing (95.2%) respondents returned the questionnaires while 10 (4.8%) questionnaires were unreturned. A few questionnaires were not returned, as the affected respondents could not return their questionnaires at the workplace on the day of collection.

4.1 Demographic Data of Respondents

Questions regarding demographic and background features of respondents were examined in this section.

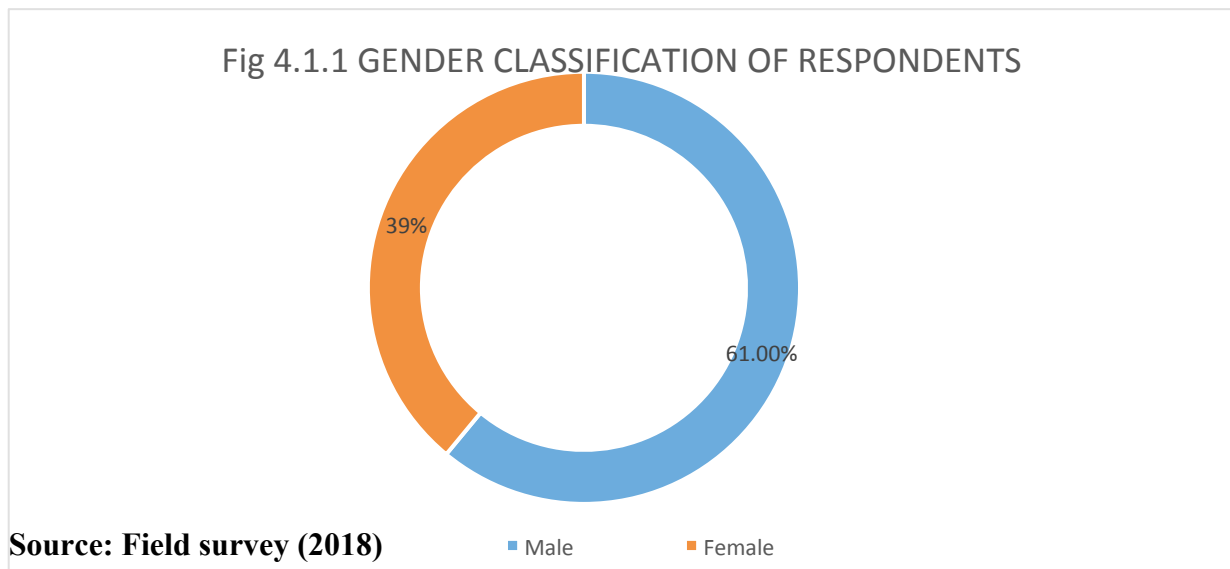
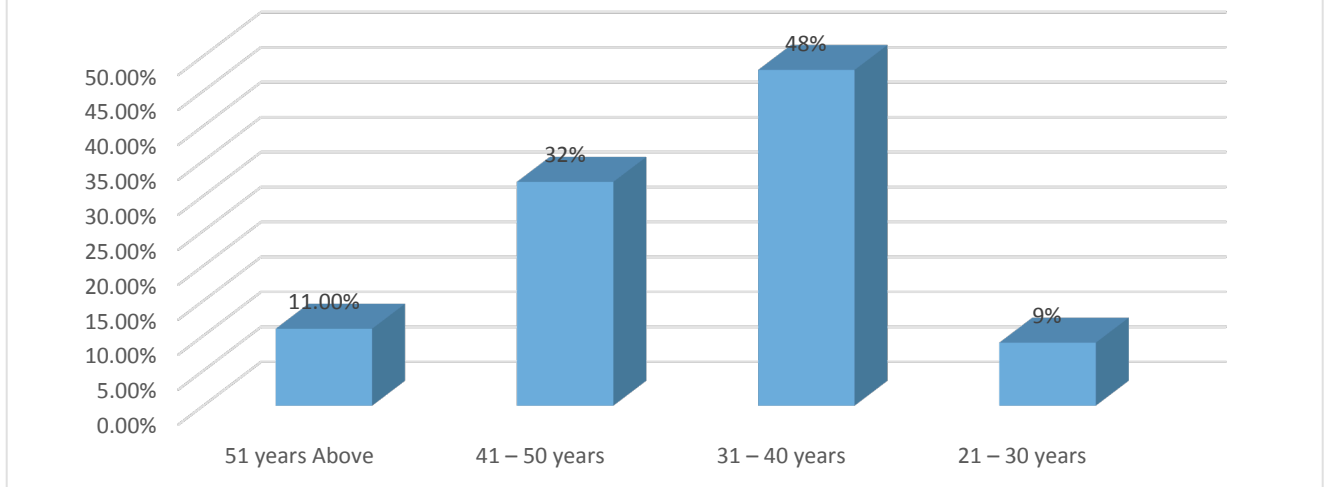


Fig 4.1.1 shows the gender classification of respondents, 122 (61%) were male respondents, while 78 (39%) depicts female respondents involved in the study. In the food processing industry, male staff are more than the female staff as the nature of the work seems to be more rigorous and require and higher level of exertion. The setting of the plant and machinery in the sector requires companies to be focused in hiring muscular staff than female staff. However, there is still a larger percentile of female staff in the industry. It is also understood to be an industry where female graduates are not too keen to work so there are more applications from male applicants.

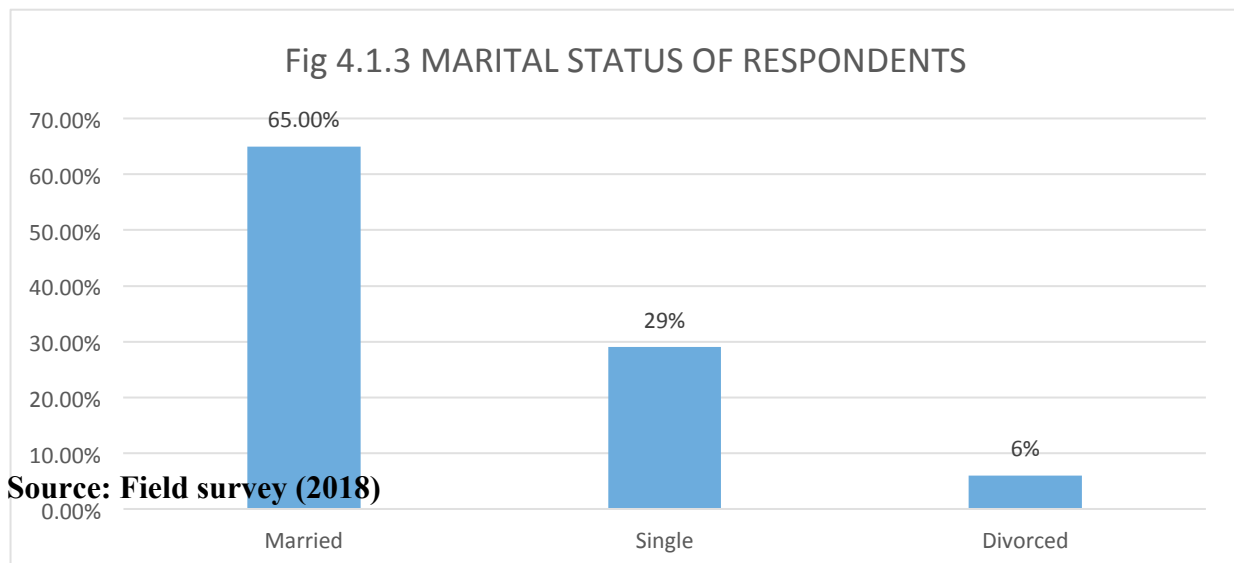
Fig 4.1.2 AGE CLASSIFICATION OF RESPONDENTS



Source: Field Survey (2018)

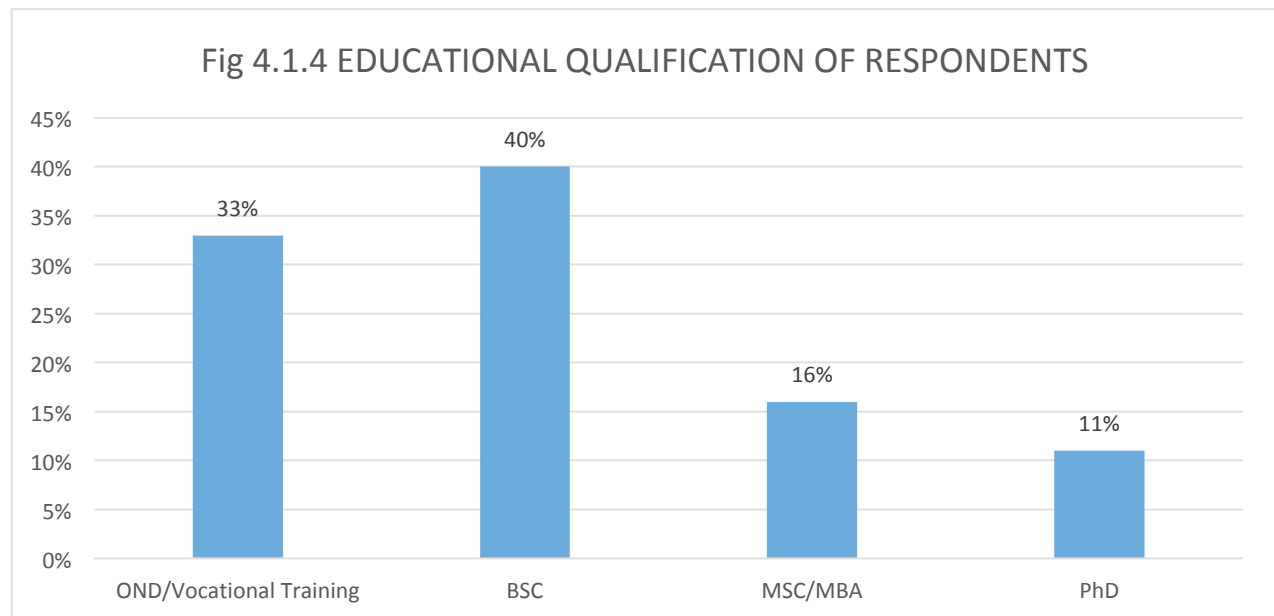
Fig 4.1.2 depicts that 22 (11%) are ages 51 years and above, 64 (32%) are between 41-50 years, 96 (48%) are between 31-40 years old, while 18 respondents representing 29% are between ages 20 – 30 years. It is evident that 80% of the respondents are between the ages of 31 – 50 years. This can be likened to the notion that the food processing industry expertise and responsibility for experienced and elderly candidates. The sector thrives on using human capital as competitive advantages so therefore it takes experience very paramount in the process of selection.

Fig 4.1.3 MARITAL STATUS OF RESPONDENTS



Source: Field survey (2018)

Fig 4.1.3 depicts that 130 (65%) were married individuals, 29 respondents amounting to (29%) are single while 12 (6%) are divorced. From the data collated through the answered questionnaire it is interpreted that most of the respondents have family and they are mostly independent, this seems to be in consonance with the gender and age classification of the research. It is evident that most of the singles are the respondents between the ages of 20-30 years who are not ready for marriage and also as a result of how tedious the workplace is. A minute percentile has been divorced as this is a rare occasion in this part of the world for as it relates to the demands from the work; some have found themselves divorced in order to concentrate on work. There are other social vices contributing to this effect.



Source: Field survey (2018)

Fig 4.1.4 shows that 66 (33%) respondents have OND as their current highest educational qualification, 80 respondents representing (40%) have BSc, 32 (16%) MSc/MBA while 22 respondents representing (11%) PhD. The result of this research portrays that a significant percentile of respondents are basically holders of ordinary diploma or certificate of a vocational training program. This high rate of vocational certificates translates to the heavy-duty

responsibilities as it relates to operating factory plant and machineries. However more than half of the respondents that represent 56% of the respondents have BSc or MSc certificate, which connotes that the industry has quite a number of professionals working on the field. The holders of the postgraduate programs provide managerial functions at the strategic business units of the companies.

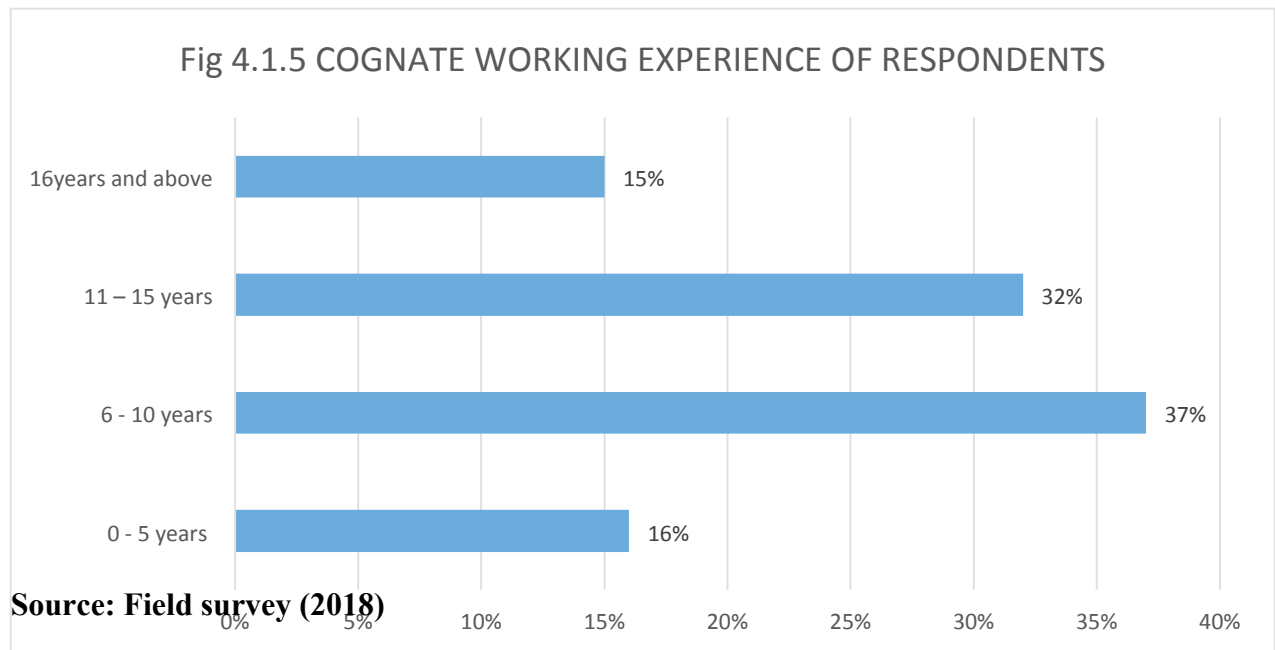
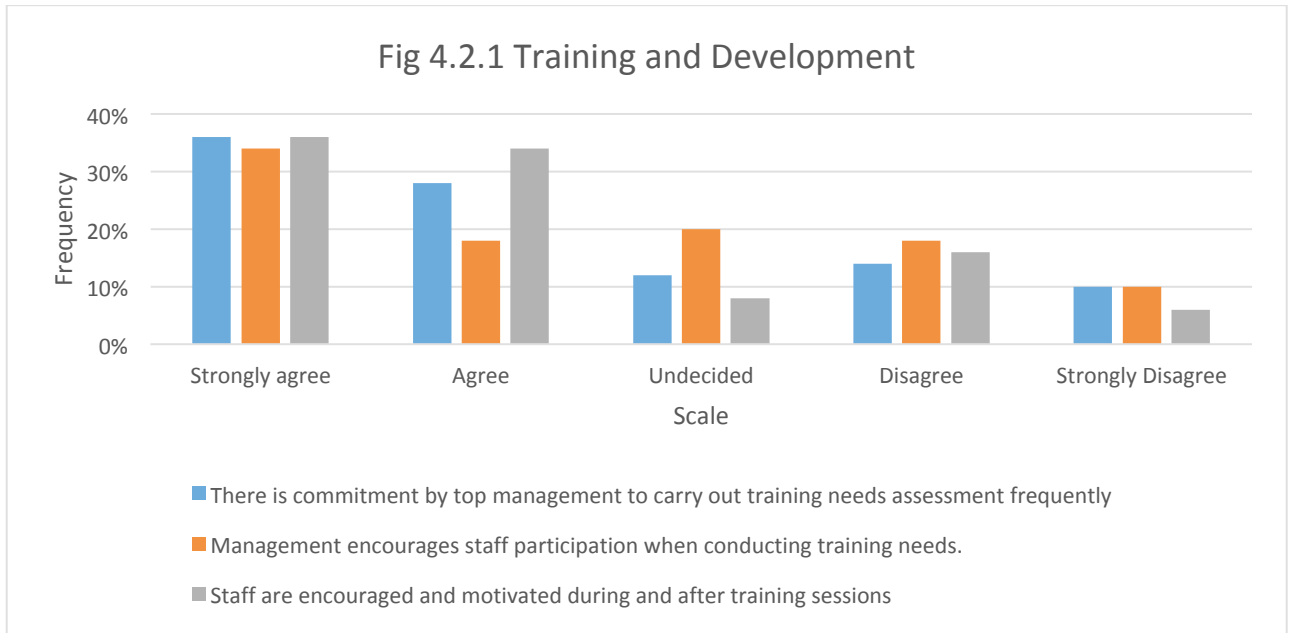


Fig 4.1.5 expresses that 32 (16%) respondents have worked at the food processing company for 0 - 5 years, 74 (37%) respondents have worked in the food processing industry for 6 – 10 years, 64 (32%) respondents have worked for 11-15 years while 30 (15%) have worked in the consistently in the food processing sector for 16 years and above. It is practically befitting to connote that 84% of the respondents have worked in the food processing industry for more than five years. This further reiterates the level at which the companies have low staff turnover and are been able to retain their workforce.

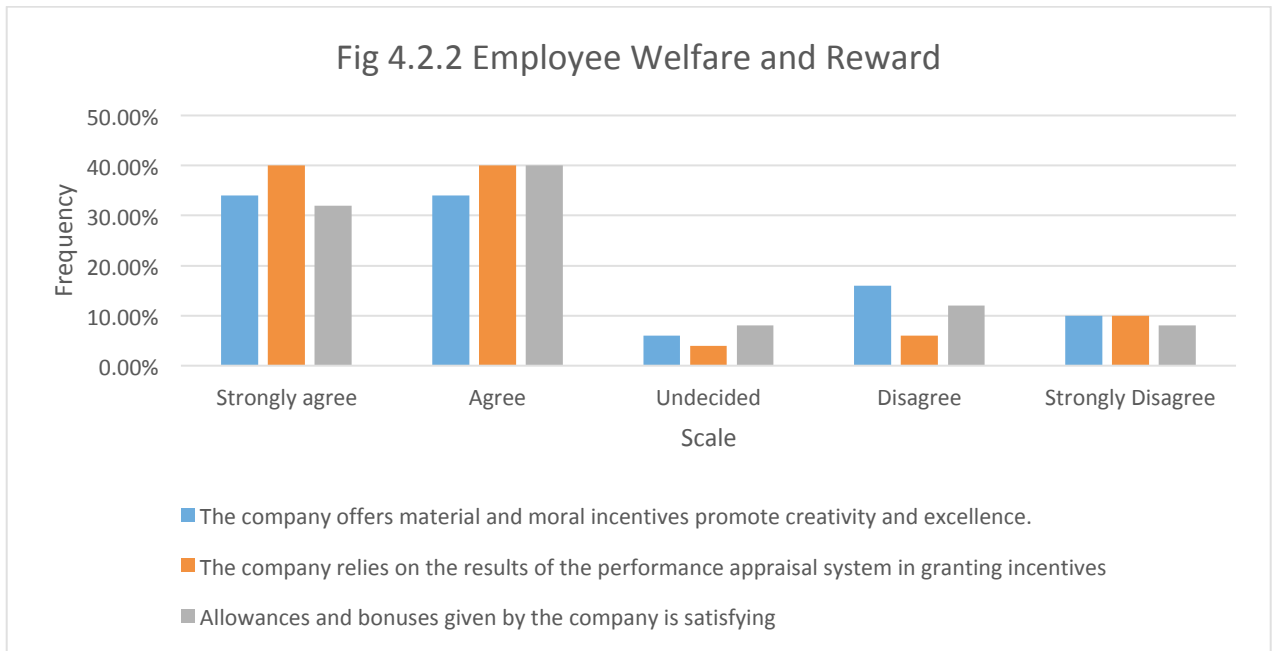
4.2 Analysis of Respondents Composition by Questionnaire Administered

This section discusses the frequency of respondents' responses to each of the questions classified according to the research variables together with their specific percentage. This is done as follows:



Source: Field Survey, (2018)

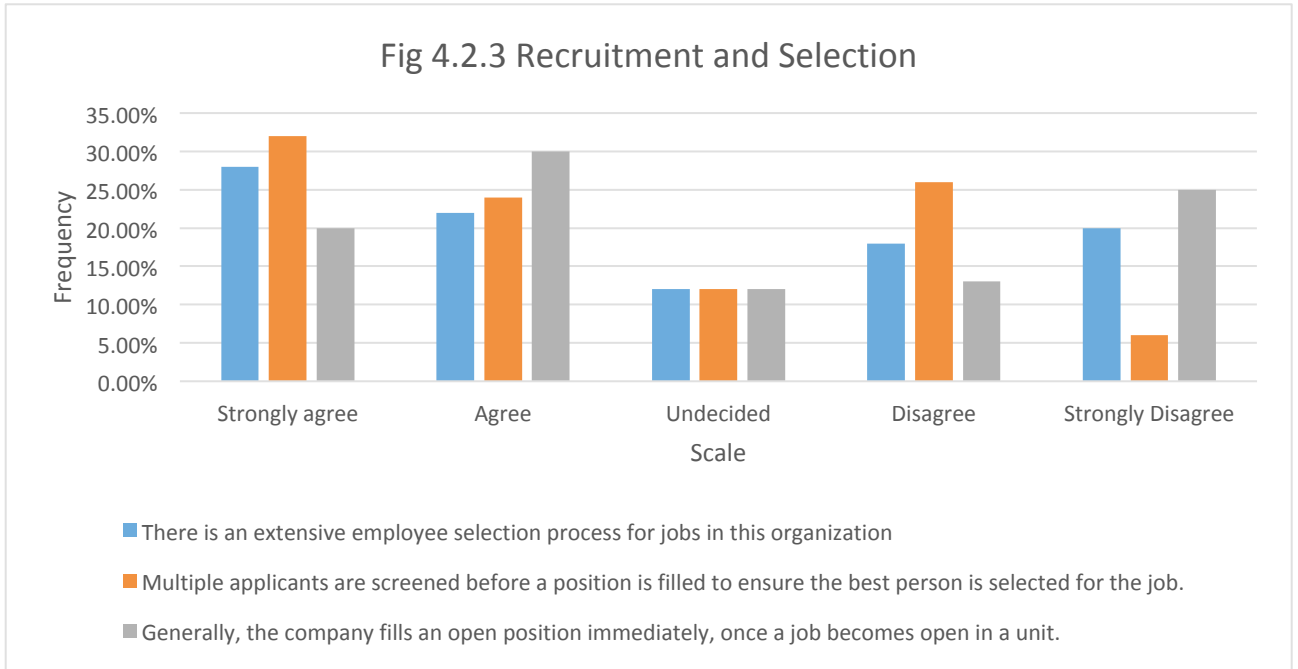
Fig 4.2.1 (1) shows that 36% respondents (n= 72) strongly agreed that there is commitment by top management to carry out training needs assessment frequently, 28% (n= 56) agreed, 12% (n= 24) were undecided, 14% (n= 28) disagreed, 10% (n= 20) strongly disagreed. Fig 4.2.1 (2) shows that 34% respondents (n= 68) strongly agreed that the management encourages staff participation when conducting training needs, 18.0% (n= 36) agreed, 20% (n= 40) were undecided, 18% (n= 36) disagreed, 10% (n= 20) strongly disagreed. Fig 4.2.1 (3) shows that 36% respondents (n= 72) strongly agreed that staff are encouraged and motivated during and after training sessions, 34% (n= 68) agreed, 8% (n= 8) were undecided, 16% (n= 32) disagreed, 6% (n= 12) strongly disagreed.



Source: Field Survey, (2018)

Fig 4.2.2 (1) shows that 34% respondents (n= 68) strongly agreed, 34% (n= 68) agreed, 6% (n= 12) were undecided, 16% (n= 32) disagreed, 10% (n= 20) strongly disagreed that The Company offers material and moral incentives promote creativity and excellence. Fig 4.2.2 (2) shows that 40% respondents (n= 80) strongly agreed that the company relies on the outcome of the performance appraisal system in before giving out rewards, 40% (n= 80) agreed, 4% (n= 8) were undecided, 6% (n= 12) disagreed, 10% (n= 20) strongly disagreed. Fig 4.2.2 (3) shows that 32% respondents (n= 64) strongly agreed that allowances and bonuses given by the company is satisfying, 40% (n= 80) agreed, 8% (n= 16) were undecided, 12% (n= 24) disagreed, 8% (n= 16) strongly disagreed. When the sales force is very much aware that the volume of value of sales they make will have a significant impact on the amount of allowance or bonuses they will enjoy, this will serve as a motivational factor to the sale force. It can also be postulated the sales force is able to push sales more

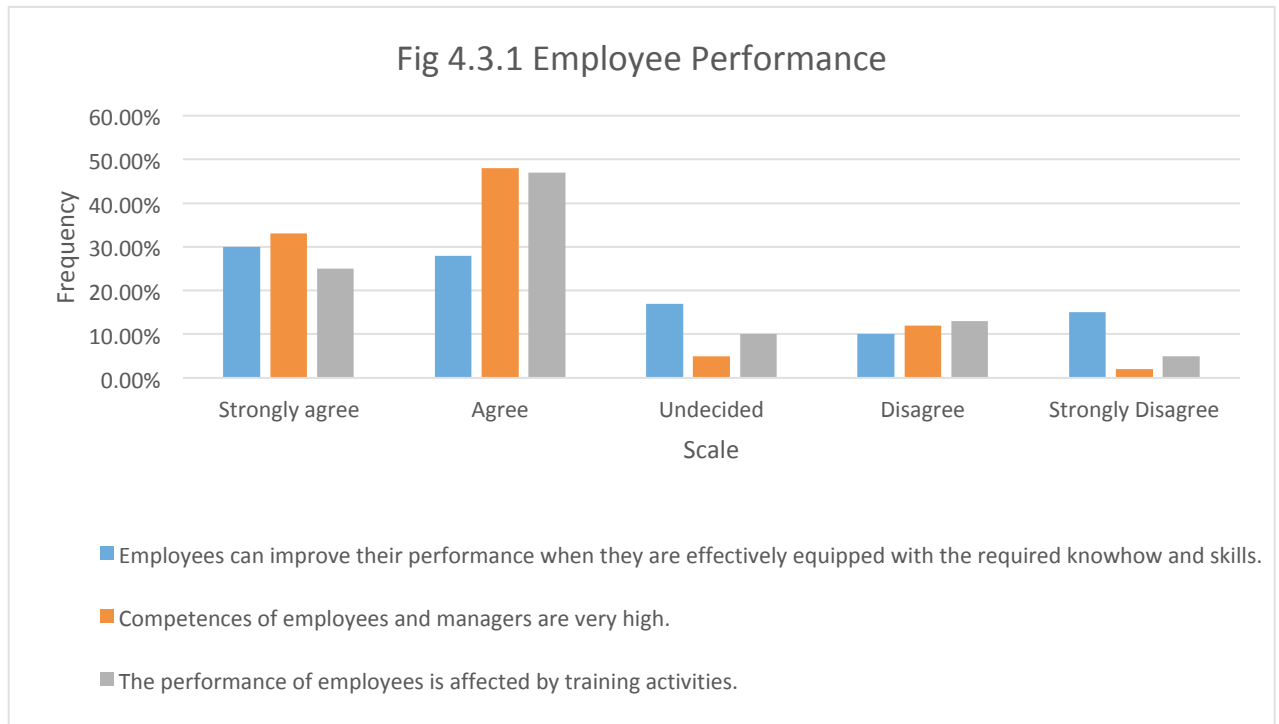
rigorously as they are given mobility, lodging and health allowances.



Source: Field Survey, (2018)

Fig 4.2.3 (1) shows that 28% respondents (n= 56) strongly agreed that there is an extensive employee selection process for jobs in this organization, 22% (n= 44) agreed, 12% (n= 24) were undecided, 18% (n= 36) disagreed, 20% (n= 40) strongly disagreed. Fig 4.2.3 (2) shows that 32% respondents (n= 64) strongly agreed, 24% (n= 48) agreed, 12% (n= 24) were undecided, 26% (n= 52) disagreed, 6% (n= 12) strongly disagreed that the several candidates are assessed before a post is occupied to make sure that the right fit is picked for the role. Fig 4.2.3 (3) shows that 40 respondents (20%) strong agreed that generally, the company fills an available position as soon as the role is open in a unit, 60 (30%) agreed, 24 (12%) were undecided, 26 (13%) disagreed, 50 (25%) strongly disagreed. It is cardinal for organizations to be conversant of the fact, staff can leave at any point in time, it is for this reason every organization must develop a plan where the substitution of staff will be easily done without

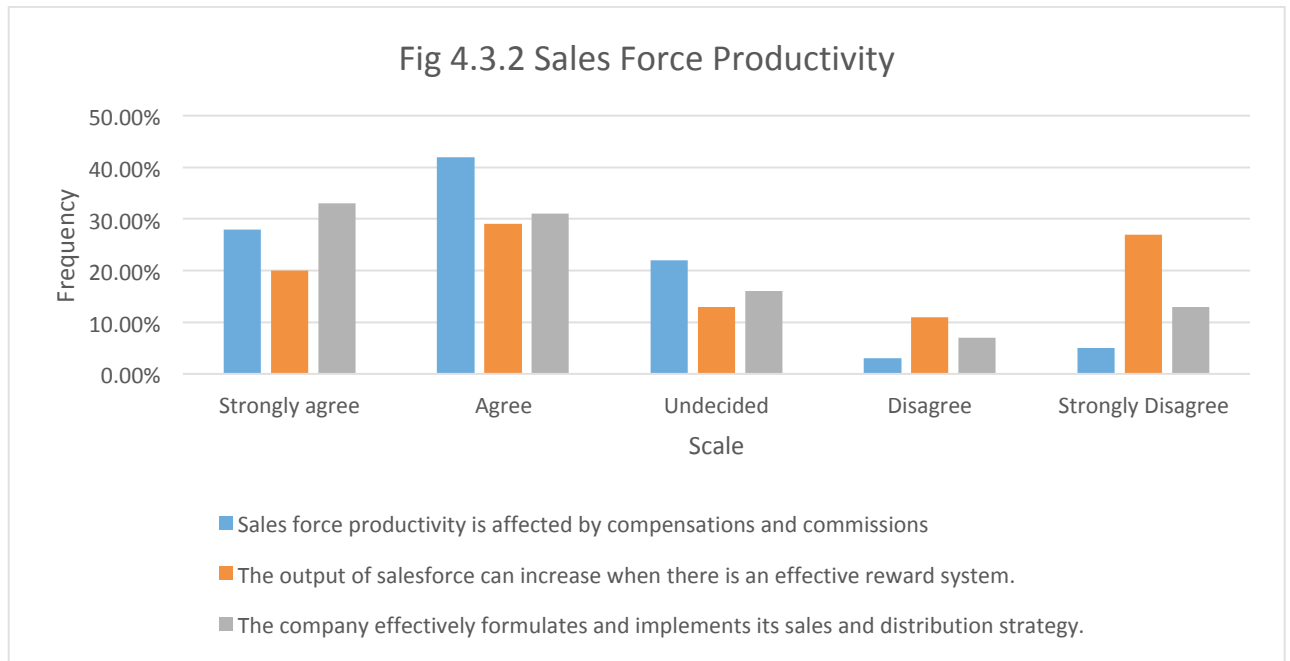
causing a shot down of operations. The human capital of every organization should be properly identified and acquired in managing other resources of the organization.



Source: Field Survey, (2018)

Fig 4.3.1 (1) depicts that 60 respondents (30%) strong agreed that employees can improve their performance when they are effectively equipped with the required knowhow and skills, 56 (28%) agreed, 34 (17%) were undecided, 20 (10%) disagreed, 30 (15%) strongly disagreed. Fig 4.3.1 (2) shows that 66 respondents (33%) strong agreed that competences of employees and managers are very high, 96 (48%) agreed, 10 (5%) were undecided, 24 (12%) disagreed, 4 (2%) strongly disagreed. Fig 4.3.1 (3) shows that 50 respondents (25%) strong agreed that the performance of employees is affected by training activities, 94 (47%) agreed, 20 (10%) were undecided, 26 (13%) disagreed, 10 (5%) strongly disagreed. The performance of the intellectual assets of every company is substantial and has a leading influence on the performance of other department like finance, sales, production, etc. Organizations must not

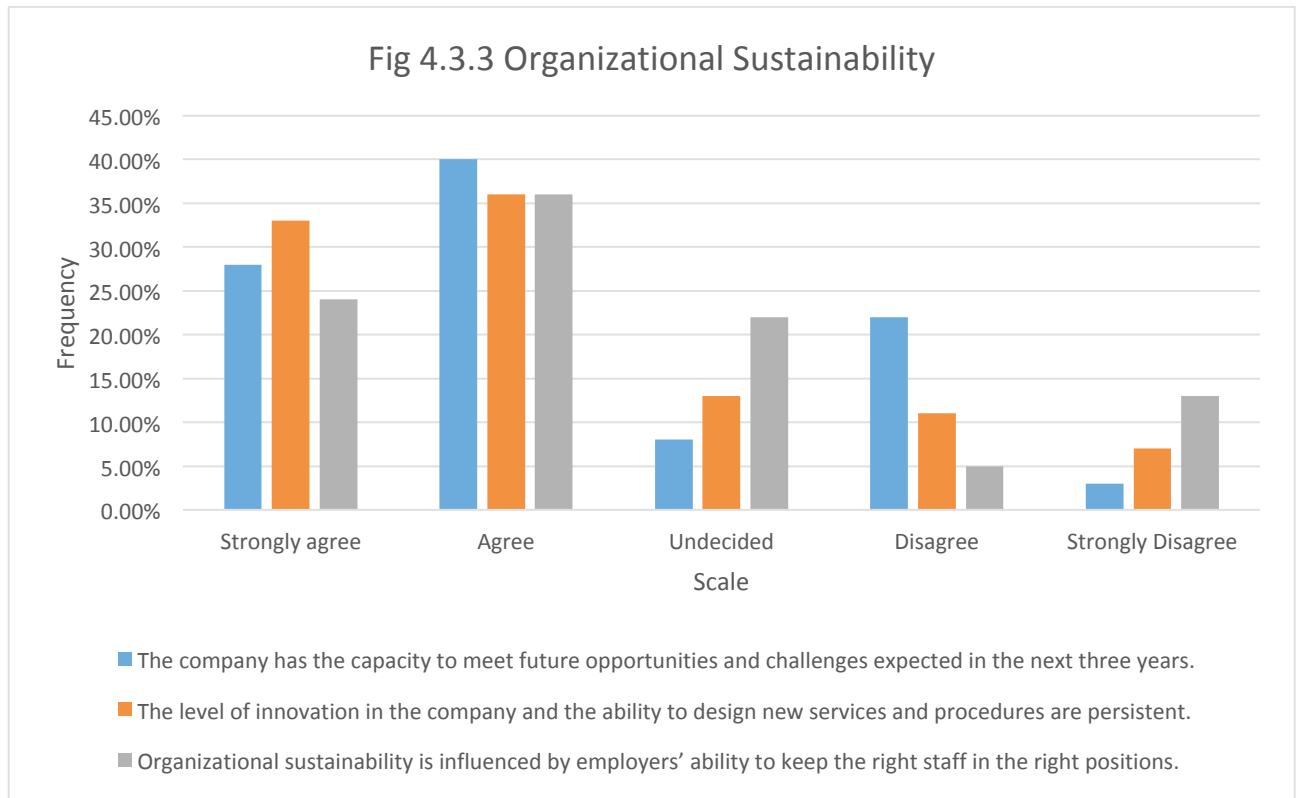
be wary of doing whatever it takes to ensure that the performance of employee is at the peak level an anything to give it a push must be supported and encouraged.



Source: Field Survey, (2018)

Fig 4.3.2 (1) shows that 56 respondents (28%) strongly agreed that sales force productivity is affected by compensations and commissions, 64 (32%) agreed, 44 (22%) were undecided, 6 (3%) disagreed, 30 (15%) strongly disagreed. Fig 4.3.2 (2) shows that 40 respondents (20%) strong agreed that the output of sales force can increase when there is an effective reward system, 58 (29%) agreed, 26 (13%) were undecided, 22 (11%) disagreed, 54 (27%) strongly disagreed. Fig 4.3.2 (3) shows that 66 respondents (33%) strong agreed that the company effectively formulates and implements its sales and distribution strategy, 62 (31%) agreed, 32 (16%) were undecided, 14 (7%) disagreed, 26 (13%) strongly disagreed. The body of personnel that are bestowed with the responsibility of pushing sales and expanding the distribution of manufacturing products are the sales force and this makes their productivity level very paramount to the any organization. It is vital that companies embark on policies

and strategies that will enable these set of personnel put in their very best in convincing prospective customers or clienteles to make purchase and repeat sales.



Source: Field Survey, (2018)

Fig 4.3.3 (1) portrays that 56 respondents (28%) strongly agreed that the company is equipped to take care of opportunities and challenges that may arise in the future. 80 (40%) agreed, 16 (8%) were undecided, 44 (22%) disagreed, 6 (3%) strongly disagreed. Fig 4.3.3 (2) shows that 66 respondents (33%) strong agreed, 72 (36%) agreed, 26 (13%) were undecided, 22 (11%) disagreed, 14 (7%) strongly disagreed that there are increasing improvement levels. Table 4.3.3 (3) shows that 48 respondents (24%) strongly agreed, 72 (36%) agreed, 44 (22%) were undecided, 10 (5%) disagreed, 26 (13%) strongly disagreed that organizational sustainability is influenced by employers' ability to keep the right staff in the right positions.

4.3 Empirical Analysis

4.3.1 Test of Hypothesis One (H₀1)

Objective 1: Determine the significant effect of training and development on employee performance of selected food processing companies in Nigeria

Question 1: What is the significant effect of training and development on employee performance of selected food processing companies in Nigeria?

H₀ -: Training and development is immaterial to employee performance of selected food processing companies in Nigeria.

Table 4.3.1 Model Summary 1

TABLE ONE

RESULT OF REGRESSION ANALYSIS

Variable	Coefficient	Std Error	t-Stat.	Prob.
C	-1.2309	-0.501	3.1271	.010
X ₁	0.6738	0.429	2.0483	.003
R	0.857			
R ²	0.735			
Adj. R ²	0.714			
Observations	200			

Dependent variable: Y₁

***significance at 5%**

Source: SPSS Regression Output

$$Y_1 = f(X_1)$$

$$Y_1 = \beta_0 + \beta_1 X_1$$

MODEL ESTIMATION

$$Y_1 = -1.2309 + 0.6738X_1$$

INTERPRETATION

The intercept being a negative value connotes that the employee performance will decrease by a value of 123% if there are no training and development in the food processing industry in Nigeria. It is acceptable that employees will have some level of skill at the point of recruitment afterwards it is still imperative that the skill is upgraded and updated at every point in time as the business environment isn't stagnant. There are always new technologies evolving and the staff need to be keep abreast with these new developments in order to meet up with the competitiveness in the market. However, only training is capable of shifting the capabilities of staff from one level to another, the absence of training will draw back the performance ability of staff.

From the results, it will be asserted that if training and development increases by 1% it will bring about a multiplier effect of 67.3% in employee performance on the food processing industry in Nigeria. This implies that training and development facilitates the growth and pragmatic output of the employee at the workplace. This can be classed on the notion that as the knowledge and skill of employees increase, the more they tend to be able to perform tasks in a better and effective manner in the present compared to how it is done in the past. It can also be apprehensible that when new forms of task are required to be done, the workers will be only equipped to carry out such tasks when effective training has been done to meet that particular purpose or task. So it can be agreed upon that staff will perform higher when they are trained better. The only manner training can be

counterproductive to staff is if they are being taught on the wrong tools and an effective training needs assessment wasn't carried out.

From the result of the regression, the coefficient of simple regression determination R^2 is 0.735. This implies that within the model context, training and development is responsible for 73.5% variations in employee performance in the food-processing sector while the 26.5% difference represents other factors that can affect the dependent variable. It is sufficient to say that staff cannot give to the organization what they do not have. It is only what they possess intellectually and practically that they can offer to the organization. So therefore it suffices to say that the employees will only perform as much as expected depending on the level of knowledge and skill exposed to them through training and development. The correlation matrix shows that the correlation coefficient (R) is 0.857; this suggests that often, there is a strong positive correlation (relationship) between training and development and employee performance in the food processing industry.

The t – statistics of 2.0483 associated with the coefficient of training and development is at 5% level of significance, the result above showed 0.003 as its p-value which is less than a 5% significance level, this shows that there is a significant relationship that exists between training and development and employee performance in the food processing industry. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. By this decision, research question one is answered and objective achieved. This means that training and development has significant effect on employee performance of selected food processing companies in Nigeria.

4.3.2 Test of Hypothesis Two (H₀2)

Objective 2: Assess the impact of employee welfare and reward on the sales force productivity of selected food processing companies in Nigeria

Question 2: What are the influences of employee welfare and reward on the sales force productivity of selected food processing companies in Nigeria?

H₀ -: Employee welfare and reward has no influence on the sales force productivity of selected food processing companies in Nigeria.

Table 4.3.2 Model Summary 2

TABLE TWO

RESULT OF REGRESSION ANALYSIS

Variable	Coefficient	Std Error	t-Stat.	Prob.
C	-0.908	-0.576	6.361	0.000
X ₂	0.735	0.540	3.964	0.004
R	0.849			
R ²	0.720			
Adj. R ²	0.702			
Observations	200			

Dependent variable: Y₂

*significance at 5%

Source: SPSS Regression Output

$$Y_2 = f(X_2)$$

$$Y_2 = \beta_0 + \beta_1 X_2$$

MODEL ESTIMATION

$$Y_2 = -0.908 + 0.735X_2$$

INTERPRETATION

The intercept being a negative value connotes that the sales force productivity of selected food processing companies in Nigeria will decrease by a value of 90.8% if there are no employee welfare and reward. Whereas from the result, it will be asserted that if employee welfare and reward increases by 1% it will bring about a multiplier effect of 73.5% in sales force productivity of the food processing industry in Nigeria. This implies that if food-processing companies continue to apply attractive remuneration packages accompanied with encouraging benefits and allowance, it is sure to see that the productivity of the staff will be improved. This is very much particular to sales force, it is expected that they will improve sales if they are convinced on the percentage of commission that they have and add-on benefits that they are mostly enjoy. There should be quiet of reasons why salesmen will want to push the products of an organization to any length, a significant part of that is their welfare and reward. If sales people are constantly compensated for their extra efforts and extra sales, it is only expected that this will contribute immensely as a driving force to improve their productivity. The workplace must be configured in a manner through which staff sees the office as another home, the environment of the workplace can have welfare facilities like crèche, canteen, lounge, rest room, gym and the likes. This will enable staff work longer hours and invest creative thoughts into the manner at which their assignments are been performed.

From the result of the regression, the coefficient of simple regression determination R^2 is 0.720. This implies that within the model context, employee welfare and reward is responsible for 72% variations in sales force productivity of the food processing industry in Nigeria while the remaining 28% is explained by other factors that can impact on the

dependent variable. When allowances are provided they have the capacity of spurring the productivity of workers. It can assist staff to be able to achieve more sales, take for instance that sales personnel are given transport allowances, this will enable them reach longer distance to get distributors and customers. It was discovered it is due to the available mobility provided to staff; it is due to this that staff were able to more productivity at the selected Food Processing Companies. The correlation matrix shows that the correlation coefficient (R) is 0.849; this means that a strong positive correlation exists between employee welfare and reward and sales force productivity of the food processing industry in Nigeria.

The t – statistics of 3.964 associated with the coefficient of employee welfare and reward is at a 5% significance level, the result above showed 0.004 as its p-value which is less than a 5% significance level, this shows that there is a significant relationship that exists between employee welfare and reward and sales force productivity of the food processing industry in Nigeria. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. By this decision, research question two is answered and objective achieved. This means that employee welfare and reward has no influence on the sales force productivity of selected food processing companies in Nigeria.

4.3.3 Test of Hypothesis Three (H₀₃)

Objective 3: Analyze the contribution of recruitment and succession planning on organizational sustainability of selected food processing companies in Nigeria

Question 3: What is the contribution of recruitment and succession planning on organizational sustainability of selected food processing companies in Nigeria?

H_0 -: Recruitment and succession planning does not contribute to organizational sustainability of selected food processing companies in Nigeria.

Table 4.3.3 Model Summary 3

TABLE THREE

RESULT OF REGRESSION ANALYSIS

Variable	Coefficient	Std Error	t-Stat.	Prob.
C	-1.1523	-0.6739	4.0403	0.0209
X₃	0.8057	0.6867	3.2118	0.0011
R	0.836			
R²	0.699			
Adj. R²	0.681			
Observations	200			

Dependent variable: Y₃

***significance at 5%**

Source: SPSS Regression Output

$$Y_3 = f(X_3)$$

$$Y_3 = \beta_0 + \beta_1 X_3$$

MODEL ESTIMATION

$$Y_3 = -1.15233 + 0.8057X_3$$

INTERPRETATION

The intercept being a negative value connotes that the organizational sustainability of selected food processing companies in Nigeria will decrease by a value of 115.23% if there are no recruitment and succession planning. Whereas from the result, it will be asserted that if the recruitment and succession planning increases by 1% it will bring

about a multiplier effect of 80.6% in organizational sustainability of selected food processing companies in Nigeria. This implies that as food-processing companies rigorously employ the use of efficient recruitment process and they are steadfast as regard succession planning it is expected that the performance of the organizations will be adequately sustained.

From the result of the regression, the coefficient of simple regression determination R^2 is 0.699. This implies that within the model context, recruitment and succession planning is responsible for 69.9% variations in do organizational sustainability of selected food processing companies in Nigeria while the remaining 30.1% is explained by other factors that can impact on the dependent variable. The correlation matrix shows that the correlation coefficient (R) is 0.836; this implies that, on the average, a strong positive correlation (relationship) exists between recruitment and succession planning and organizational sustainability of selected food processing companies in Nigeria. For any organization to sustain itself over a long period of time, it must be certain of the crop of workforce it determines to have over a long period of time. It is not okay for the first generation of staff to be good alone it must be concerned about the second generation and continuous generation of staff in the organization. There must be proper strategies in place to help ensure that whenever an employee has to leave, the staff can be immediately replacing without it affected the performance of the company. When organization get to appreciate and understand that staff constitute the intellectual asset of the organization it will view them as investments and will ensure the best hands are recruitment and replaced.

The t – statistics of 3.2118 associated with the coefficient of decline in oil prices is at a 5% level of significance, the result above showed 0.001 as its p-value which is less than a 5% significance level, this shows that there is a significant relationship that exists between succession planning and organizational sustainability of selected food processing companies in Nigeria. Therefore, the null hypothesis is rejected while the alternative hypothesis is accepted. By this decision, research question three is answered and objective achieved. This means that recruitment and succession planning does not contribute to organizational sustainability of selected food processing companies in Nigeria.

4.4 Discussion of Findings

The findings of the present study in model one indicate that training and development has no significant effect on employee performance of selected food processing companies in Nigeria. This is consistent with the work of Gomez-Meija and Balkin, (2002) which indicated that training and development contributes a paramount role in the performance appraisal process, which is a cardinal for employers to ensure that employees are working in connection to organizational objectives. This research was conducted through questionnaire with the participation of food processing companies. The study postulated that 69.0% respondents consented to the affirmation that the extent of innovation in the company are persistent. This finding is in agreement with the statement of Yesufu (2000) who opined that a number of inventive work practices acquired through training will improve productivity. The responses from the administered questionnaire presented that 81% of respondents agreed that competences of employees and managers are very high. The conclusion of the respondents conforms with the perception of Byars and Rue (2000) who affirmed that more

often than not employees need continuous development to sustain efficient output or to bend to advance techniques of performing their job. It is crucial that training programs are not just limited to the senior and administrative staff of the company but rather it reaches the junior and factory workers of the company, this will allow that effectiveness and outcome of the training trickles down to the very bottom of the organization, it will only at that point that performance of employees can be at the same expected level. The employees of the selected food processing companies majorly acknowledged that the organization has enjoyed some innovative ideas from them due to the access to training programs that have been availed unto them.

Furthermore, model two tested the effect of employee welfare and reward on sales force productivity of selected food processing companies in Nigeria. The result shows that employee welfare and reward has a positive effect on sales force productivity of selected food processing companies in Nigeria. The outcome of the study was in consonance with the view of Lawler (2003) who suggested that an operational reward scheme should be thought-out to encourage employees to perform and give them the power to impact their productivity and also that of Mwiti (2007) who stipulated that logically upkeep facilities may not straightaway connect to the job but the been there (or lack there of) is noticed through staff performance, outlook, staff turnover, etc. This research, conducted through questionnaires with the participation of employees of food processing companies, it was discovered that 80% of respondents supported the propositions that performance review appraisal results before giving rewards. This discovery was supported by Armstrong (2006) who presented that the reward model also integrates non-financial rewards (praises, recognition, responsibility, personal growth and achievement) and in many scenarios, performance

appraisal procedures. The observation from the questionnaire distributes was that 64% of respondents affirmed that the company effectively formulates and implements its sales and distribution strategy. This actually falls in line with the connotations of McGuire and McDonnell (2008) who recommended that the staff well-being facilities assist meaningfully in improving the morale and innovative abilities of staff (sales force). When there is a standard measurement of performance and an agreed parameter in which compensations are rewarded to employees due to performance, these allows the sales force to be conversant with the set standard and are made aware that favoritism isn't applied for the distribution of reward. Sales force must be able to depend and rely on the reward disbursement, the reward program must be transparently carried out in the manner through which it is dependence on performance and an expected reward package is set.

The outcome of model three indicates that recruitment and succession planning has a positive effect on organizational sustainability of selected food processing companies in Nigeria. This is in conformity with the findings of Thompson and McHugh (2009) who affirmed that a possessing the latest technology and physical assets, without the required staffing would struggle to attain desired objectives. This study presented that 56% of the respondents agreed that several candidates are assessed before an opportunity is filled to ensure the best person is selected for the job. This observation falls in agreement with the notion of (Carrell, Elbert and Haffield, 2000) who proposed that choosing the correct applicant needs spotting the precise knowledge and qualities sought in an employee. The research work found out that 59% of respondents believed that the levels of improvements within the company are persistent. This discovery conforms to the fact in a study performed by Ershad, Reza and Kambiz (2015) on the standing of succession planning in organizations.

CHAPTER FIVE

SUMMARY AND CONCLUSION

Introduction

The concluding chapter of this research summarizes the work, gives recommendations and provides a conclusion based on the investigation on the role of human resources management on the performance of selected food processing companies in Nigeria.

5.1 Summary of Research

This research work will include five chapters. Chapter one, the introduction, consists of a background to the study, a statement of research questions, objectives of the study, the scope of the study, an operationalization of the research topic, method of study, structure of work and definitions of important terms as used in the study.

Chapter two, the literature review and theoretical theme work, consists of the effect the training and development has on employee performance, the influence of employee welfare and reward on sales force productivity and the contribution of recruitment and selection on organizational sustainability.

Chapter three, the research methodology, consists of research questions, research hypothesis, data collection and method of data analysis. It also touches on the different mechanisms used by the researcher in gathering describing, presenting and analyzing the data to test the hypothesis postulated.

Chapter four which is proper data analysis and presentation, entails an analysis of the data, the data interpretation and testing of research questions. This study is reliable at 0.782

using Cronbach's Alpha (0.7) reliability statistics; thus this connotes that the internal consistency for the instrument is considered high.

Chapter five, the summary, recommendation and conclusion, contains discussion, summary of findings, conclusions and recommendation. Preliminaries will be inclusive at the end of the project and all these chapters will be looking into how much the organizational performance has been significantly affected by human resource management.

5.2 Summary of Findings

5.2.1 Theoretical Finding

The learning theory was adopted in the study. From where Jones (2005) stands, learning is the ability to frequently improve in one's capability and capacity so as to offer results. Learning is the fashioning, transferring, interpreting, acquiring, and retaining of information; therefore it should be centered on decisively transforming one's attitude to replicate on advance insights and knowledge (Dessler, 2005). Learning philosophies include participation, feedback, transference, relevance, and repetition. Making the most of learning is offering lucid responsibility directions and model appropriate attitude. Herzberg's Two-Factor Theory was another theory applied in the research work. It is also referred to as the Motivation-Hygiene Theory, which was emerged from a research constructed to examine the concept that people have two circles of needs which are needs as animals to circumvent pain: and needs as humans to mature psychologically.

5.2.2 Empirical Findings

The research work asserted that if the training and development increases by 1% it will bring about a multiplier effect of 67.3% in employee performance of selected food

processing companies in Nigeria. This implies that as training and development grows, employee performance increases. From the result of the regression, the coefficient of simple regression determination R^2 is 0.735. This implies that within the model context, training and development is responsible for 73.5% variations in employee performance of selected food processing companies in Nigeria and the 26.5% difference is explained by other external factors that may influence the dependent variable. The result showed 0.003 as its p-value which is less than a 5% significance level; this shows that there is a significant correlation between training and development and employee performance of selected food processing companies in Nigeria.

The intercept being a negative value connotes that the sales force productivity of selected food processing companies in Nigeria will decrease by a value of 90.8% if there are no employee welfare and reward. The matrix presents the correlation coefficient (R) as 0.849; this means that there is a strong positive (relationship) between employee welfare and reward and sales force productivity of selected food processing companies in Nigeria. The result showed 0.004 as its p-value which is less than a 5% significance level, this means there is a significant correlation between employee welfare and reward and sales force productivity of selected food processing companies in Nigeria.

The study asserted that if the recruitment and succession planning increases by 1% it will bring about a multiplier effect of 80.6% in organizational sustainability of selected food processing companies in Nigeria. This implies that recruitment and succession planning grows, organizational sustainability of selected food processing companies in Nigeria increases. From the result of the regression, the coefficient of simple regression determination R^2 is 0.699. This implies that within the model context, recruitment and

succession planning is responsible for 69.9% variations in organizational sustainability of selected food processing companies in Nigeria while the remaining 30.1% is explained by other factors that can impact on the dependent variable. The result showed 0.0011 as its p-value, which is less than a 5% significance level; this shows that there is a significant relationship that exists between recruitment and succession planning and organizational sustainability of selected food processing companies in Nigeria.

5.3 Recommendations

Human capital, which is reflected, as the most valuable assets organization can possess, substantiates individuals whose competences are used to generate and offer efficient services. Actual recruitment and selection draws the correct caliber of individuals, grows their skills set which in turn makes them stay within the company longer. Focused on the findings in this study on how organizational performance has been affected by human resources management, these recommendations are made thereof.

5.3.1 Recruitment and Selection

Improper practice and poor management of human assets has damaging implications. It was discovered that without effective application of the human resource function like recruitment and selection, there is always nepotism, cronyism and favoritism in the system. Preliminarily with hiring process, it is suggested that people employed through the professional practice of human resource strategies will possess appropriate skills, attitudes and knowledge required for the assignment. This guarantees that the quality standards within the organization are not compromised. The food processing companies a robust policy for recruitment that is very thorough during selection of prospective staff

members. It is suggested that the human resource role needs to adopt a strategic resource procedure that will ensure the combination of facets like external and internal pipelining, talent management, succession management and employee retention.

5.3.2 Employee Involvement and Job Security

Regulation of the degree to which staff participate is paramount and should be designed in a way that will comfortable enough to contribute to resolutions that influence them. This culture promotes job satisfaction and stimulates innovation among the workforce. So also, a platform where feedback is provided helps guide the employee in areas where they feel under pressure. Therefore, in order to get the best out of the workforce, punishment should not be linked to ingenuities likewise their inputs should be considered seriously. Managers promoting teamwork in order to boost employee involvement can do this.

5.3.3 Training

The notion of training and development programs of food processing companies do not endorse the full recognition of the assistances of the practice. It is recommended that intelligible and tactical training be prearranged to promote goal congruence. Employees can be involved in this process by being asked to give their input on what training needs that have. Likewise, funds set aside for this exercise must be devoted only to activities relating to training and development. A standard and well-examined training program for both managers and employees should be prepared to constantly expand the abilities of workers. Capitalizing in the progress of the skills and knowledge of staff would enable the companies to build more fruitful and effective staff. There is the need to apply

continuous improvement learning principles to human resource systems in the pursuit for total assimilation of operational procedures and system functionality. Through training the companies can introduce a specific change management philosophy that will be applied as a standard for the management of change in the strategic business unit. This will involve training of all personnel on the professional attitude associated with their practice and teaching of wide-ranging business methodology.

5.3.4 Compensation and Rewards

There is need for some reward for performance to the staff and managers of an organization. This research suggests that management introduces performance related remuneration as this has been known to be a fair, tension-free method which also improves employee productivity all while ensuring goal congruence. Managers could push forward a staff of the month award moderately selected by their peers. Once selected, the employee's photograph is then posted on the company's noticeboards, website and so on. It is commended that the human resource role endeavors to enlighten the broad populace of workers on the prevailing remuneration policies applied with the business unit.

Good performance can be acknowledged by a visible handshake, commendation in the presence of other staff. The company can show care and appreciation by marking employee's birthdays, weddings, anniversaries, and so on. These gestures, though not financial in nature, go a long way in boosting employee morale as well as serve as an incentive for better performance. While it has been suggested that performance related

pay goes a long way in promoting staff productivity and overall company objectives in the long run, it is important for management to control how poor performance is dealt with so as not to discourage the employee from being creative and innovative. Other rewards such as t-shirts, organizers amongst other corporate gifts can be gifted to members of the work force so as to promote a sense of belonging for the employee and the company's corporate image within the business terrain it operates.

5.3.5 Career Planning

This research found that a generality of food processing companies have little or not interest in the progress of their workforce in terms of career development. The writer therefore suggests that employees are given the right of first refusal i.e. offered jobs that's have become available internally before advertising outside the organization. Those that are due for promotion based on results of performance appraisals carried out should also be given what is due to them when it is due.

5.3.6 Appraisal and Performance Management

This research work found that performance appraisals are not as widely conducted as should be in food processing companies and that in those that were, feedback gathered is not accurate or of significant relevance to the workers. The positive effect of a 360-degree form of evaluating in openly refining performance is worthy to note. This procedure of appraisal assists employees in discovering their strong points. The writer therefore recommends that employees are given constructive feedback during their appraisals to enable them work better. In order to attain what is required from this

activity, the writer recommends that attention is paid to the outcomes the food processing companies in Nigeria are targeting to attain and an acknowledgment that the individual workers need to involve with those objectives. Underperformance should be dealt with in a manner that it does not promote pressure and grievances or dispirit and depress the worker from revolutionizing. There is need for an effective performance management system in place and, more prominently, managers need to be aware of rational monitoring methods.

It is worthy of note that the organizations need to clearly set out the objectives of the performance appraisal system in specific terms so that the employees know what they are being assessed on. This has been seen to reduce confusion and ambiguity, as it is pertinent that the workforce knows why it is being appraised to start with. As aforementioned, the exercise needs to be planned properly so as to ensure quality results are gotten at the end of the exercise.

5.4 Conclusion

With the advent of globalization, companies are increasingly experiencing dramatic variations in how its human capital is managed. Now, more than ever, the importance of an organization's human resources and the human resource role itself are beginning to come to light. If managed properly, the human resource role could render assistance to the workforce that will increase their productivity, which in effect, helps in the attainment of the organization's set goals. The lifeline of any company is its workforce. This further buttresses the relevance of the HR function to the overall success or indeed otherwise, of the company. Globalization and information technology are increasingly compelling organizations to administer the HR function with increased awareness. Recruitment and selection must be

centered on well-defined value and neutral systems established via managerial expert views, applying standardized examination to dissect the exact required skills, attitudes and knowledge in prospective candidates. In order to ensure that total quality is maintained throughout the organization, the caliber of staff brought in to do the jobs cannot fall short of what is required. This is a function of the human resource management role and must be gotten right first time if the organization is to remain competitive. It has been proved that those organizations that give required credence to this function are the ones that have been able to attain and remain successful over time. So also is the fact that companies that have been able to retain their workforce over long periods of time through adequate reward and compensation schemes have more loyal, trustworthy employees and are able to maintain corporate knowledge and business secrets better than those with higher rates of employee turnovers.

In the business terrain today, the HR function is a very vital requirement as it plays a central role in acquiring and deploying the organization's human assets into the right job functions. As the requirements of these job functions continuously change, the HR function is also tasked with making sure that each member of staff employed in a role that needs training or reskilling is given the appropriate enhancement when needed. This need can be identified through adequate performance appraisals. An organization's workforce plays a significant role in whether it is able to achieve its goals or not. It is thus important to ensure that employee's goals and overall company goals are aligned through effective HR practices.

5.5 Implications of Study

This research work for the most part endorses the notion that the human capital management function within an organization has a significant impact on the overall

performance of the organization. The study offers a better comprehension of the connections between the human capital management function and company performance. It integrates the concepts of Training and Development, Employee Welfare and Reward and employee selection, with Employee Performance, Sales Force Productivity and Organizational Sustainability respectively. This study offers a deeper comprehension of the factors that affect employee performance, sales force productivity and organizational sustainability and it aids understanding amongst decision makers.

This study discovered that the human resource management function is to be seen as a fundamental contributor to the performance of an organization. It is also found that managers, if able to leverage on the expertise of the workforce, can attain greater competitive advantage over competitors. There is need also for those tasked with the selection of employees to factor in continuous development of their skills set in order to remain competitive.

Realizing that human capital management strategies and overall company strategies are not mutually exclusive, organizations should cultivate HR strategies considering their overall strategies as a company. This is because how a company performs is largely dependent on the results of the HR management policies it has in place. This means that effort should be placed on increasing staff involvement, work design, reward schemes and so on.

5.6 Opportunities of Future Research

This research work is not without some deficiencies that could be built upon in subsequent work. The sample employed for investigation was collected from Nigeria alone,

and the generalizability of the outcome in the whole of Africa for example, remains to be tested. Subsequent studies can be required to test the suggested hypotheses in several other countries both in Africa and the west. The data was garnered from food processing companies in Nigeria, which may confine to some extent the application of the results to other businesses. The connections between human resource management and organizational performance can be stretched by incorporating other factors such as information technology, financial management and corporate governance to be investigated as critical success variables for organizational performance.

Further studies could also be carried out on the level of the attentiveness of managers to proper performance management methods. Moreover, further study can be undertaken within the territory of the human resource functions that are incumbent on managers to practice effective management. The influence of selected human resource elements like, compensation, job satisfaction, incentives and benefits and others could be examined to see what influence each would have on profitability; subsequently depicting the performance of a organization.

Future studies should contemplate considering other factors like organizational culture, the labor market, the legal and/or other regulatory environment operational within the industry. With a smaller sample, the ability to generalize is grossly diminished. A repetition of the study with a bigger sample size will help render a more accurate rendition of the concepts presented.

Bibliography

- Ahmad, S. and Schroeder, R. (2003). The impact of human resource management practices on operational performance: recognizing country and industry differences. *Journal of Operations Management*, 21(1), pp.19-43.
- Akerele, A. (2001). "Role of Labor in Productivity." *Nigeria Journal of Industrial Relations*, 5: 50-58.
- Alemika, E. (2008). "Human Resources Management in the Organization: Challenges and Imperatives." *Journal of Industrial and Organizational Psychology*, Vol (2), pp: 3-30.
- Allender, S., Colquhoun, D. and Kelly, P. (2006). Competing discourses of workplace health. *Health: An Interdisciplinary Journal for the Social Study of Health, Illness and Medicine*, 10(1), pp.75-93.
- Armstrong, M. (2006). *Armstrong's handbook of human resource management practice*. 10th ed. London: Kogan Page Limited.
- Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management Practice*. (11th Edition) Palgrave.
- Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), pp.99-120.
- Bowen, D. and Ostroff, C. (2004). Understanding HRM–Firm Performance Linkages: The Role of the "Strength" of the HRM System. *Academy of Management Review*, 29(2), pp.203-221.
- Bloisi, W., Cook, C. and Hunsaker, P. (2003). *Management and organisational behaviour*. Maidenhead, Berkshire: McGraw-Hill.
- Brewster, C., Carey, L., Holland, P., Grobler, P. and Warnisch, S. (2008). *Contemporary issues in human resource management*. 3rd ed. Cape Town: Oxford University Press Southern Africa.
- Bush, T. and Middlewood, D. (2006). *Leading and managing people in education*. London: SAGE Publishers
- Byars, L. and Rue, L. (2000). *Human resource management*. 6th ed. Boston, MA: Irwin McGraw-Hill.
- Carrell, M., Elbert, N. and Hatfield, R. (2000). *Human resource management: strategies for managing a diverse and global workforce*. 6th ed. Florida: Harcourt College Publishers.
- Chan, A. (2010). *The Challenges of Human Resource Management | Zero Million*. [Online] Zero Million. Available at: <http://www.zeromillion.com/business/hrm.html> [Accessed 3 Jul. 2018].

Dessler, G. (2003). *Human Resource Management*. Upper Saddle River (N.J.): Prentice Hall.

Dessler, G (2005). *Human Resource Management*. 10th ed. Upper Saddle River, NJ: Pearson/Prentice Hall.

DeSimone, R., Werner, J. and Harris, D. (2002). *Human resource development*. 3rd ed. Fort Worth: Harcourt College Publishers.

Eaton, D. K., Marx, E., and Bowie, S. E. (2007). Faculty and Staff Health Promotion: Results from the School Health Policies and Programs Study 2006. *Journal of School Health*, 77(8), 557-566.

Eller, W., Doerfler, C., and Meier, K. (2000). Teacher turnover in Texas: Problems and Prospects. A Report of the Texas Educational Excellence Project. [Online] Available at: <https://perg-tamu.com/documents/2015/6/report010.pdf> [Accessed 3 Jul. 2018].

Ershad E, Reza S, and H. Kambiz. (2015). “The importance of succession planning in organizations. “ *Journal of Advanced social humanities and management* 2(3): pp. 41-47. [Online] Available at: <http://amiemt-journal.com/test2/vol2-no3/9.pdf> [Accessed 5 Jul. 2018].

Finger, J. (2005). *The Management Bible*. London; New Holland Publishers.

Gilmore, S. and Williams, S. (2009). *Human Resource Management*. Oxford: Oxford University Press

Georgellis, Y., Iossa, E., and Tabvuma, V. (2010). “Crowding out intrinsic motivation in the public sector.” *Journal of Public Administration Research and Theory*, 21(3), pp. 473–493.

Gneezy, U., Meier, S., and Rey-Biel, P. (2011). “When and Why Incentives (Don’t) Work to Modify Behavior.” *Journal of Economic Perspectives*, 25(4), pp. 191–210.

Gomez-Meija, L. and Balkin, D. (2002). *Management*. New York: McGraw-Hill

Griffin, R. W. (2006). *Management*. Cengage Learning, Inc

Haines, D. J., Davis, L., Rancor, P., Robinson, M., Wilson, T. N., and Wagner, S. (2007). “A Pilot Intervention to Promote Walking and Wellness and to Improve the Health of College Faculty and Staff.” *Journal of American College Health*, Vol. 55(4), pp.: 219-225.

Herzberg, F. (1966). *Work and Nature of Man*. Cleveland, OH: World Publishing Co.

Heathfield, S. M. (2005). Role of Human Resources in the Workplace. [Online] Available at: <https://www.thebalancecareers.com/human-resources-4161680> [Accessed 3 Jul. 2018].

Heery, E. and Noon, M. (2001). *A Dictionary of Human Resource Management*. New York: Oxford University Press.

- Hutcheson, K. (2007). "The Complete Package." *Journal of HR Horizons*, Vol. 2(1), pp: 1-5
- Jibowo, A. A. (2007). "Effect of Motivators and Hygiene Factors on Job Performance among Extension Workers in the Former Western state of Nigeria." *The Quarterly Journal of Administration*, Vol. 12 (1): pp: 45-54.
- Jones, O. and Obikoya, A. (2007). *The Foundation of Human Resource Management* (1st edition). Ijebu-Ode: Pius Debo Nigeria Press.
- Kaplan, S. L. (2007). "Business Strategy and Total Rewards." *Benefits and Compensation Digest*, Vol. 44(9), pp: 12-19. [Online]. Available at: http://www.diamondconsultinggroup.com/pdf/Stacey_Kaplan_Total_Rewards_And_Business_Strategy.pdf [Accessed 7 Jul. 2018].
- Katou, A. (2008). "Measuring the Impact of HRM on Organizational Performance." *Journal of Industrial Engineering and Management*, Vol.1, No.2, pp. 119-142.
- Klein, K. (2004). Investigating the Use of Human Resource Management Best Practice in New Zealand Firms. *Ota. Manage. Grad. Rev. J.* 2:39-68.
- Kombo, D. K. and Tromp, D. L. (2011). *Proposal and Thesis Writing; An Introduction*. Nairobi: Paulines Publications, Africa
- Kreitner, R. and Kinicki, A. (2004). *Organizational Behaviour*. 6th edition. New York: McGraw Hill
- Lawler, E. E. (2003). *Treat People Right*. Jossey-Bass Inc: San Francisco, USA.
- Lawrence, P.R. and Nohria, N. (2002). *Driven: How Human Nature shapes our choices*, San Francisco. Jossey-Bass
- Lockwood, N. R. (2006). *Leadership development: Optimizing Human Capital for Business Success*. SHRM Research Quarterly: 4
- Longman Dictionary of Contemporary English (2009). (5th ed.) Pearson Longman
- Lorenzana, C. C. (2003). *Management: Theory and Practice*. (Rev Ed). Manila, Philippines: Rex Book store
- Manzini, H. and Gwandure, C. (2011). "The Provision of Employee Assistance Programs in South Africa football clubs." Johannesburg, South Africa: University of the Witwatersrand.
- McGuire, J., and McDonnell, J. (2008). "Relationships between Recreation and Levels of Self-Determination for Adolescents and Young Adults with Disabilities." *Career Development for Exceptional Individuals*, Vol. 31(3), pp. 154-163.
- Minbaeva, D. B. (2005). "HRM practices and MNC knowledge transfer." *Personnel Review*, Vol.34, No.1, pp. 125-144.

- Mishra, S. and Manju, B. (2007). The Principles for Successful Implementation of Labor Welfare Activities from Police Theory to Functional Theory. [Online]. Available at: <https://www.scribd.com/document/349395507/Principles-for-Successful-Implementation-of-Labour-Welfare-Activities> [Accessed 10 July 2018.]
- Morris, I. (2006). The Future of Work: Total Reward Strategies and Canadian's Aging Workforce. Rogers Media Inc.: Toronto, Canada
- Mullins, L.J. (2010). Management and Organizational Behaviour. (9th ed.) London: Prentice Hall
- Mwiti, J. K. (2007). "The Role of Welfare Services in Motivation of Staff." *International Journal of Business and Management*, Vol. 5 (12). Pp: 42-49
- Newstrom, J. W. (2011). Organizational Behaviour: Human Training (13th ed). New York: McGraw Hills
- Noe, R. A. (2008). Employee Training and Development. 4th Edition. New York, Irwin: McGraw Hill
- Noe, R. A., Hollenback, B.G., Wright, P. M. (2009). Fundamentals of Human Resources Management. (3rd Edition). New York, Irwin: McGraw Hill
- Ostroff, C. and Bowen, D. E. (2000). Moving HR to a Higher Level. In K. J. Klein & S. W. Kozlowski (Eds.), *Multilevel Theory, Research, and Methods in Organizations* (pp. 211- 266). San Francisco: Jossey-Bass.
- Padhi, P. K. (2007). Labor and Industrial Laws. India; Prentice Hall.
- Pfeffer, J. (1998). The Human Equation. Boston. MA: Harvard Business School Press.
- Priti, S. (2009). Employee Welfare. [Online]. Available at: <https://www.citehr.com/176307-employee-welfare.html#ixzz1zTZ8HheC> [Accessed 10 July 2018].
- Ramachandran, V., Pal, M., Jain, S., Shekar, S., and Sharma, J. S. (2005). "Teacher Motivation in India". [Online]. Available at: https://www.researchgate.net/publication/23778093_Teacher_Motivation_in_India [Accessed 10 July 2018.]
- Ramlall, S. (2004). "A Review of employee motivation theories and their implication for employee retention within organization." *Journal of Employee Performance*, Vol. 49(5), pp54-78
- Rothwell, W. (2001). Effective Succession Planning. New York: American Management Association.

Sang, C. (2005). "The Relationship between HRM Practices and the Perception of Organizational Performance, Roles of Management Style, Social Capital, and Culture: A Comparison between Manufacturing Firms in Cambodia and Taiwan." *An unpublished Masters Thesis, National Cheng Kung University*. Tainan. Taiwan.

Scharmer, C.O. (2007). *Theory U: Leading the Future as it Emerges*. Cambridge, MA: The Society for Organizational Learning, Inc.

Sparrow, P., Schuler, R. S. and Jackson, S. E. (1994). "Convergence or divergence: Human Resource Practices and Policies for Competitive Advantage Worldwide." *The International Journal of Human Resource Management*, Vol.5, No.2, pp. 267-299.

Taylor, S. (2000). "Occupational Pensions and Employee Retention: Debate and Evidence." *Journal of Employee Relations*, Vol. 22 (3), pp: 246-259.

Thompson, P. (2002). *Total Reward*. Chartered Institute of Personnel Development (CIPD): London.

Thompson, P. and McHugh, D. (2009). *Work Organizations: A Critical Approach*, 4th ed. Basingstoke: Palgrave Macmillan

Torjman, S. (2004). *Culture and Recreation: Links to well being*. Ottawa: Caledon Institute of Social Policy

Wagar, T. and Rondeau, K. (2006). Retaining Employees in Small and Medium-Sized Firms: Examining the link with HRM. *Journal of Applied Management and Entrepreneurship*, Vol. 11(2), pp: 3-16.

Walker, A., and Foster, L. (2006). Caught Between Virtue and Ideological Necessity. A Century of Pension Policies in the UK. *Review of Political Economy*, Vol. 18(3), pp: 427-448.

Ward, J. (2000). "Reflections on Indian Family Business Groups." *Family Business Review*, Vol. 13 (4), pp. 271-278

Wright, P. (1998). "Introduction: Strategic Human Resource Management Research in the 21st Century." *Human Resource Management Review*. Vol. 8(3), pp: 187-191.

Yesufu, M. (2000). *The Human Factor in National Development*. Ibadan: Spectrum Books

Appendices

Survey Instrument

COVER LETTER

Dear Participant,

LETTER OF INTRODUCTION

I am an M.Sc. International Business student at the National College of Ireland, Dublin. I am performing a research work on the scope “An Empirical investigation into the role of human resources management on the performance of food processing companies in Nigeria”. I request for your support in providing answers to the survey questions below.

This questionnaire is basically for an academic endeavor. Your answers will be handled discretely. You are not constrained to respond to any statement you are not contented with. It suffices to say that you are at liberty to skip any of the statements. By involving in the survey, you are playing a significantly role indirectly to reforms and policies that are direct results of research work such as this.

Thank you for your kind gesture and cooperation.

Yours faithfully,

.....

Saddiqah Adamu

SECTION A: BIO DATA OF RESPONDENT

Please tick in the bracket where appropriate.

1. Sex: (a) Male [] (b) Female []
2. Age: (a) 21 – 30years [] (b) 31- 40years [] (c) 41 – 50years [] (d) 51years and above []
3. Marital Status: (a) Married [] (b) Single []
4. Qualification: (a) HND [] (b) B.Sc [] (c) M.Sc/MBA []
5. Cognate Working Experience: (a) Less than 5years [] (b) 6-10 years [] (c) 11-15 years [] (d) 16 years and above []

SECTION B: QUESTIONS ON THE ROLE OF HUMAN RESOURCES MANAGEMENT ON THE PERFORMANCE OF SELECTED FOOD PROCESSING COMPANIES IN NIGERIA

Please tick the option that suites your degree of agreement or disagreement.

KEY: SA=Strongly Agree; A=Agree; SD = Strongly Disagreed, D = Disagree and U=Undecided

Training and development (X₁)

		SA	A	UD	D	SD
6.	There is commitment by top management to carry out training needs assessment frequently.					
7.	Management encourages staff participation when conducting training needs.					
8.	Staff are encouraged and motivated during and after training sessions					

Employee welfare and reward (X₂)

10.	The company offers material and moral incentives promote creativity and excellence.					
11.	The company relies on the results of the performance appraisal system in granting incentives					
12.	Allowances and bonuses given by the company is satisfying					

Recruitment and Succession Planning (X₃)

13.	There is an extensive employee selection process for jobs in this organization					
14.	Multiple applicants are screened before a position is filled to ensure the best person is selected for the job.					
15.	Generally, the company fills an open position immediately, once a job becomes open in a unit.					

Employee performance (Y₁)

16.	Employees can improve their performance when they are effectively equipped with the required knowhow and skills.					
17.	Competences of employees and managers are very high.					
18.	The performance of employees is affected by training activities.					

Sales force productivity (Y₂)

19.	Sales force productivity is affected by compensations and commissions.					
20.	The output of salesforce can increase when there is an effective reward system.					
21.	The company effectively formulates and implements its sales and distribution strategy.					

Organizational sustainability (Y₃)

22.	The company has the capacity to meet future opportunities and challenges expected in the next three years.					
23.	The level of innovation in the company and the ability to design new services and procedures are persistent.					
24.	Organizational sustainability is influenced by employers' ability to keep the right staff in the right positions.					

SPSS Result of Regression Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.857a	0.735	0.714	.502012

a. Predictors: (Constant), X_1

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.2806	1	1.2806	13.0277	.001 ^a
	Residual	19.441	198	.0982		
	Total	20.7216	199			

a. Predictors: (Constant) X_1

b. Dependent Variable: Y_1

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.2309	0.501		3.1271	.010
	X_1	0.6738	0.429	.248	2.0483	.003

Dependent Variable: Y_1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849a	.720	.702	.07851

a. Predictors: (Constant), X₂

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	0.8432	1	0.8432	9.5512	.0001 ^a
	Residual	19.9798	198	.1009		
	Total	20.8281	199			

a. Predictors: (Constant) X₂

b. Dependent Variable: Y₂

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.908	-.576		6.361	.000
	X ₂	.735	.540	.141	3.964	.004

a. Dependent Variable: Y₂

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.836a	.699	.681	.33540

a. Predictors: (Constant) X_3

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	0.8727	1	0.8727	8.4897	.001 ^a
	Residual	19.2453	198	.0972		
	Total	20.118	199			

a. Predictors: (Constant) X_3

b. Dependent Variable: Y_3

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.1523	-.6739		4.0403	.0209
	X_3	.8057	0.6867	.116	3.2118	.0011

a. Dependent Variable: Y_3