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**THE INFLUENCE OF EMPLOYEE DEVELOPMENT IN INCREASING
ORGANIZATIONAL PRODUCTIVITY**

By

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ABSTRACT

The purpose of this study is to investigate the influence of employee development in improving the productivity of the organization, with a specific focus on the Nigeria Breweries. This study aim is on the employee training and development strategies at the Nigerian breweries, and how it helps to improve the productivity of the company.

The study adopted a descriptive research design in analyzing, interpreting, and presenting data. This method was the best for this study because it helped describe how employee development influences organizational productivity at the Nigerian Brewery. A self-designed questionnaire is used to get data from respondent, with focus on a total of 387 employees of the Nigerian brewery, using the multi-stage sampling techniques. For the purpose of data analysis and presentation, this study used descriptive statistics of simple percentage, mean and standard deviation.

The study explored the influence of employee's development on productivity at the organization. The study concluded that there exists a positive relationship between employee development and employee performance and employee development significantly influences organizational productivity.

The study recommends that organizations should use employee development and career development as strategy to improve on organizational productivity, with more focus on training and mentoring of new and existing staffs for increased organizational productivity.

Keywords: Employee development, organization, productivity, training, performances

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji pengaruh pembangunan pekerja dalam meningkatkan produktiviti organisasi, dengan tumpuan khusus kepada Syarikat Nigeria Breweries. Kajian ini bertujuan untuk meneroka latihan pekerja dan strategi pembangunan di syarikat tersebut dan bagaimana ia membantu meningkatkan produktiviti syarikat.

Kajian ini menggunakan reka bentuk kajian deskriptif dalam menganalisis, mentafsir dan mempersembahkan data. Kaedah ini membantu menerangkan bagaimana pembangunan pekerja mempengaruhi produktiviti organisasi di Syarikat Nigeria Breweries. Soal selidik yang direka sendiri telah digunakan untuk mendapatkan data daripada responden. Kajian ini memberi tumpuan kepada sejumlah 387 pekerja di Syarikat Nigeria Breweries dengan menggunakan teknik persampelan pelbagai peringkat. Bagi tujuan analisis dan pembentangan data, kajian ini menggunakan statistik deskriptif peratusan mudah, min dan sisihan piawai.

Kajian ini telah meneroka pengaruh pembangunan pekerja terhadap produktiviti dalam organisasi. Kajian merumuskan bahawa wujud hubungan yang positif antara pembangunan pekerja dengan prestasi pekerja dan pembangunan pekerja secara signifikan yang mempengaruhi produktiviti organisasi. Kajian mengesyorkan bahawa organisasi harus menggunakan pembangunan pekerja dan pembangunan kerjaya sebagai strategi untuk menambah baik produktiviti organisasi, dengan lebih fokus kepada latihan dan bimbingan kakitangan baharu dan sedia ada untuk peningkatan produktiviti organisasi.

Kata kunci: Pembangunan pekerja, organisasi, produktiviti, latihan, prestasi

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

The term development has been considered from several perspectives, all of which is centered around achieving positive change and an expectation that focuses on improving the quality of life. The meaning of development can be relative, according to Abuiyada (2018) the term development is complex because it relates to individual, organizational or societal needs. In other words, development is considered from the three aforementioned stages and levels of human interaction.

From the bottom up, societal development is holistic because it considers all the processes involves in increasing the social, economic and environmental capital of a society. It is developed from the ideology of ensuring the progress and development of its people. In essence, it focuses on the wellbeing of every citizen majorly through institutional or organizational approach. Organizational developments on the other hand are practices that institute effective organizational change through productivity (Aubrey, 2015). To achieve organizational development, organizations come up with well-thought-out organizational development structure which is essentially achieved through continuous development, effective communication, enhancement of products and services, increased profit margins, and employee development. In most cases, an organizational system is designed to ensure that all these organizational strategies or variables are embedded and enhanced towards organizational growth and development.

Employee development involves the consistent training of employees to catch up with the latest use of technology and resources, to help the organization achieve its objectives, as well as increase their productivity. According to Heinz (2021), Employee development which is also known as

professional development can be defined as the process during which employees, with the support of their employer, go through professional training to improve their skills and grow their knowledge.

In today's work environment, employee development is the number 1 factor for employee retention, especially among Millennials. Top employee development methods used by organizations most frequently include training programs and leadership development programs. Investments in employee development directly impact employee engagement and productivity, improving overall business success metrics. (Cornerstone, 2021)

Employee development is universally recognized as a strategic tool for an organization's continuing growth, productivity, and ability to retain valuable employees. If organizations neglect certain challenges, then the employee development process will be cumbersome for the organization, frustrating for employees, and of uncertain value for both. (SHRM, 2021)

The main reason an organization attempt to invest in employee's development is to enhance performance. When performance increases, then there is more possibility of providing skills needed for the growth of the organization. According to Hassan (2007) employee development is seen as strategy to reinforce organizations competitive advantage in the market through investment in employee training. Training of employee is required to develop their knowledge and skills. To achieve sustainable employee development, there must first of all be skills auditing. This process is used to assess an employee's capabilities in relation to their overall role, and thereby helps to identify the skill gaps in an organization and where training is needed.

Employee development methods can also be further categorized under training, task/job rotations, coaching, mentoring, workshops, simulations, conferences, self-study, career planning. However,

for the purpose of this study, these methods will be shrunked into; training, job rotations, coaching/mentoring, workshops/conferences and self-study. Training involves the set of activities that are meant to develop employee skills. This can be in form of lectures, hands-on exercises, simulations and assignments. It is believed that training remains the most essential aspect of employee development

Accordingly, this study examined the influence of employee development on organization productivity. It therefore takes into account the employee development strategies adopted by the Nigerian Breweries Plc. These employee development strategies are considered on how they help increase the organizational productivity while also identifying the most efficient of the employee development strategies.

1.2 Problem Statement

Employee development is an important tool and measures in influencing the productivity of an organization and help the organization achieve its goals, but this can only be achieved through an adequate planning by the management. In most cases, organizations have not considered organizational development from the employee development perspective. Some have resorted to strategies such as improving products and services, increasing profit margins and enhancement of effective communication. Despite the importance of the aforementioned, the place of employee development cannot be overemphasized.

Employee development is often regarded as one of the key functions of human resources department. Despite the fact that Aguinis and Kraiger (2009) believe that employee development could motivate employees to perform better and increasing employees' loyalty to the organization. The aforementioned might not always apply when considering the dynamic nature of human

behaviour. Observations have shown that employers are rarely drawn to the effect employee development can have on the overall development of the organization. Dozens of organizations have attempted to solve their productivity problems by application of various innovative management techniques (Balas, 2004). On one hand, they believe that the cost of developing employees might not be worthwhile and costly, while on the other hand, employees that are developed on can decide to advance their career and render their skills and professionalism to competing industries that are willing to offer more pay. This situation has seriously plagued the development of organizations through human capital development and therefore motivates the essence of this research.

In the practical sense, employee development has been grossly overlooked in organizations that have their sources in the global south, Nigeria not an exception. According to Mary Vincent, (2020) journal on the impact of training and development on job performance in Nigeria, it is stated that, there is the lack of adequate attention given to labour as a critical part of the production process in Nigeria. This is believed to have been caused by the country's poor political leadership, as well as the poor data base that is needed for staff planning both in the rural and urban regions in Nigeria.

In Nigeria, one of the major problems faced by many organizations is the issue of employee training and development, and its impact on the organization productivity. This is most associated with the lack of necessary tools, the knowledge and skills, as well as, the lack of professionals, and in many cases, the lack on the part of the management to recognize the need and importance of employee development and its influence on productivity. In a new study on the problems of staff training and development, it is revealed that there is shortage of skilled labour in Nigeria, and the major challenge faced by the Nigerian management is the development of the skills and the

utilization of the nation's existing workforce. (The Problems of Staff Training and Development in Business Organization (A Case Study of Nigerian Breweries PLC Enugu Business Administration Project Topics, N.D.)

Hope Ngozi Nzewil et al., (2018) also stated that, "brewing firms in Eastern part of Nigeria are striving to increase their performance and managers have been grappling with the challenge of putting their company ahead of competitors". In addition, inefficient performance planning systems seems too evident, which may have resulted to dearth of committed employees who are critical to achieving the set goals of the organization.

It is no doubt that reasonable and well-thought-out research has been carried out on employee's development and organizational productivity. Some of these studies have specifically examined the need for employee development in employee performance and organizational productivity (Awasthi & Kumar, 2016; Ronald & Washington, 2003; Salah, 2016; Muiruri, Kahuthia, Muraguri, 2019). This study stands out by specifically focusing on the employee's development and examining the influence on organization productivity. This study also focuses on organizational productivity by measuring employee's input in the organization. An attempt will also be made by separating the inputs of employees that have gone through some development activities compared to those that are yet to.

1.3 Research Questions

The study is set to answer the following research questions;

1. What is the effect of employee development on organizational productivity?
2. Does employee development influence employee performance?

3. What is the influence of employee development strategies in the increase of the organization productivity?
4. What are the issues associated with employee development within the organization?

1.4 Research Objectives

The broad objective of the study is to examine the influence of employee's development in increasing organizational productivity, with respect to the Nigeria brewery Plc. The other specific objectives of the study are as follows:

1. To examine the effect of employee development on organizational productivity
2. To determine the influence of employee development on employee performance
3. To determine the influence of each employee development strategy on increasing organizational productivity
4. To examine the issues associated with employee development within the organization.

1.5 Hypotheses

Based on the review done in this study, the following hypotheses were raised:

1. Employee development has significant relationship with employee performance.
2. Employee development has significant relationship with organizational productivity.

1.6 Scope and Limitations of the Study

This study examines the influence of employee development on increasing organizational productivity. The scope of this study limited itself to the employee development and how it influences the organizational productivity. The targeted population included both the employees and human resources managers of the company branches within the country, especially, the south

west regions, which has the most concentration of the company's branches, and is also regarded to as the economic region of the nation.

Limitations to the research included time constraint, since the company personnel could only be contacted online and the survey carried out online, and coupled with the employees' tight schedule, thus, the data collection feedback was a bit delayed.

1.7 Significance of the Study

This study is important as it not only help the company to better understand the significant influence of their employee development on the organization productivity, but it as well encourages the company to contribute more to the development of their employee and make use of the information from this study as steer towards the direction of the contribution.

The study would also benefit the management of other companies within the industry or the country at large in recognizing the importance of their employee development to their organizations and enable them to develop programs as well as create an environment for the employees to thrive and be more productive.

Lastly, the research contributes to the body of knowledge to researchers who would want to further their studies in understanding the importance of employee development and its influence on the productivity of the organization.

1.8 Definition of Key Terms

Productivity: Productivity has several meanings. In this context, it can be defined as the measurement of the level of efficiency of an organization production process. It is determined by measuring the company's production output to its employees' labour hours.

Development: This can be defined as the continuous improvement or growth in a person's skills, knowledge, and personality. It is a learning process to help an employee to attain a level of efficiency.

Organization: It can be defined as an institution made up of two or more people joined or working together with the aim of achieving a common goal or objective.

Employee: An employee is a person hired by another to work in a business entity or an organization for wages, salary or other compensations.

Employee development: can be defined as a strategic tools or training programs made available by an organization to enable its workers to grow their skills and knowledge.

Programs: This can be defined as activities, projects or initiatives put together to help a person or group up gain or achieve something, either in a short term or long term

Management: This is defined as the planning, organizing, leading and controlling of resources and people in order to achieve an organization goal.

1.9 Organization of the Thesis

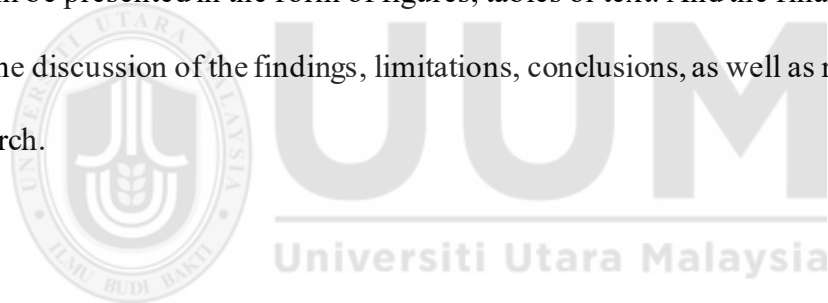
This thesis comprises of five chapters and the summary of each chapter are as follow;

The chapter one highlighted the background of study which reflected on the general overview in regards to employee development and organization productivity and how the development of employee contributes to the organization productivity. The chapter also highlighted the issues relating to employee development as it is a relevant study. Here, the key research questions were raised, including the objectives of the study. This chapter also highlighted the hypothesis,

significance of the study, the limitations encountered, and the definition of key terms used in the study.

The next chapter (2), gives a detailed understanding on employee development and its influence on productivity in the organization. This section will focus on the critical review of past literatures on the development of employee and its influence on organization productivity. The chapter three is aimed at giving a comprehensive explanation on the research methodology. Here, the research design, population and sampling size, research procedure, data collection methods, and data analysis techniques are discussed.

The chapter four focused on the analysis of the research data and findings. The research results and analyses will be presented in the form of figures, tables or text. And the final chapter, chapter 5, will present the discussion of the findings, limitations, conclusions, as well as recommendations for future research.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews literature related to employee development aspects and the influence it has on organizational productivity. The chapter is separated into various sections beginning with the employee development, its influence on employee performance and organizational productivity, as well as the influence of employee development strategies in the increase of organization productivity. The Chapter concludes with a chapter summary.

2.1 Conceptual Review

The section reviews the major concepts relevant to this study. To this end, the concepts, employee development, employee performance and organizational productivity were considered.

2.1.1 Employee Development

Employee development simply refers to organizational activities that are designed to help employee grow or develop their skills. According to Marsikova and Slaichova (2015), employee development is an organizational building tool that is used to achieve the goals of an organization by developing employees' ability to deliver through growth and productivity. From another perspective, employee development is seen as an organizational strategy to remain competitive at the market through improvement in their employees' productivity. When conceptualizing employees' productivity, it is always interesting to ensure that the needs of the employee are put into consideration. This is a very good point that was itemized in the theory of performance by Egler (2007) (See Figure 2.1).

A number of studies have suggested favourable outcomes for organizations investing in employee development (Choo & Bowley, 2017; Rahman & Nas, 2013; Tansky & Cohen, 2011). According to Khawaja and Mohanty (2018), Employee development practices often impact the organizational outcomes by influencing employee behaviour and attitude. In addition, organizations are realizing that in a complex and dynamic organizational world, re-examining the employee development needs and continued focus on skills development can increase organizational productivity and efficiency.

The methods of employee development within an organization are majorly categorized under on-job training and off-job training. However, for further considerations and recent modifications, attempts have been made to develop a more comprehensive classification. In line with the objectives of this study, the categorization will mimic that of Noe, Hollenbeck, Gerhart, and Wright (2012). This includes: training, job rotations, coaching/mentoring, workshops/conferences and self-study.

According to Armstrong, training is done in form of lectures, hands-on exercises, simulations and assignments in order to improve on the skills of the employee (Armstrong (2003). Furthermore, he noted that if training is to be effective, then it must be properly planned, key areas and a skill that is needed must be identified, training must also be designed to in accordance with employee need and not overall the organizational need while also ensuring employee commitment with the training. Organizations must have employees who are able to quickly adapt to an ever-changing world market. Companies need to invest in on-going employee training and development in order to both keep employees and be successful. (Maimuna & Dr. Rashad (2015)

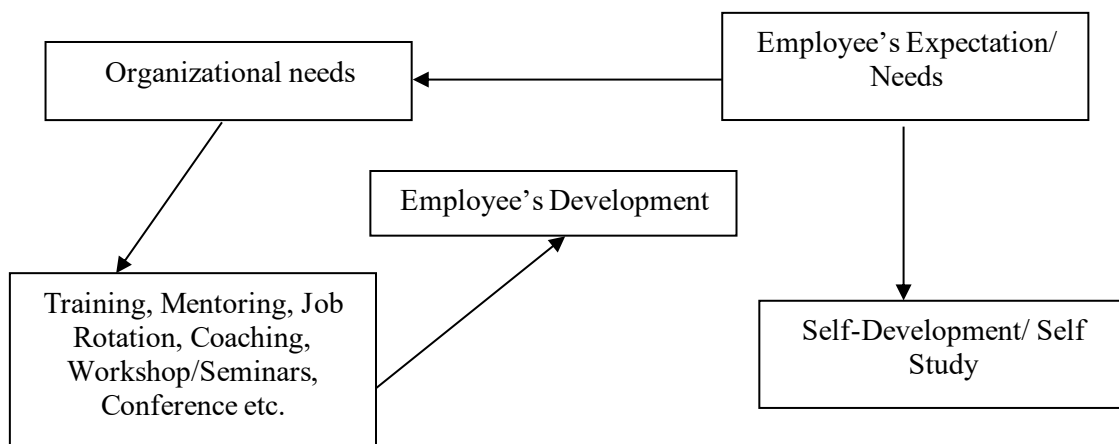
Suleiman & Mohammed (2018) studies on challenges of training and development in organizations, also revealed that the need for improved productivity in organizations has become

universally accepted and that depends on efficient and effective employee development. Thus, the role played by employee training and development can no longer be over emphasized. Therefore, the need for organizations to embark on development programme for employees has become obvious and necessary. Absence of these programme often manifest tripartite problems of incompetence, inefficiency and ineffectiveness.

Also, Latif and Abideen (2012) conducted a study in four major telecom companies (i.e.Ufone, PTCL, Zong and Mobilink) of Pakistan. The results reported that training and development programmes have a significant impact upon employees’ job satisfaction and commitment to the organization. More recently, a study conducted by Khan et al. (2016) among the telecom employees of Pakistan working in the cities of Abbottabad, Haripur, and Mansehr with a sample size of 105. The results reported a significant and positive relationship between training and development programmes and job satisfaction of employees.

Figure 2.1:

Employee Development Model



2.2 Employee Development Influence on Employee Performance

Shraddha et al (2016) stated that one of the most significant functions of Human Resource Management is Development of Employees. It is used to develop the talents of an individual employee and organization as a whole. It also stated that employee development involves individual employee and the overall growth of the employee, and when employees of the organization would develop, the organization would be more flourished and the performance of the employee would increase. Therefore, there is a relationship between Employee Development and Employee Performance. When the employees are developed, they would be more satisfied and more dedicated and their performance would be increased. When the employee performance would increase, it will lead to the organization effectiveness (Champathes, 2016)

Several researchers (i.e., Kammerhoff, Lauenstein, & Schütz, 2019; Eliyana, Ma'arif, & Muzakki, 2019; (Meng & Berger, 2019) states that there is a strong correlation between the role of employee development on job satisfaction and employee performance. Employee development is becoming an increasingly critical and strategic imperative for organizations in the current business environment (Sheri-lynn, Parbudyal 2007). Employee development activities are very important for the employees, as the activities are performed, it indicates that organization cares about their employees and wants them to develop (Elena P. 2000)

Malaola and Ogbuabor (2013) used First Bank of Nigeria PLC as a case study in Nigeria to study the impact of employee training and development on employee performance and company productivity. The structured questionnaire was designed and 75 people were selected to study simple random samples and survey results. The larger percentage which is 70% of the interviewees agreed that learning and development increased their capability and productivity.

In addition, in a study in the Karachi supermarket industry in Pakistan, regarding the impact of training and skill development on employee productivity, Sagir (2014) selected 100 respondents as the sample size and randomly collected information based on the questionnaire. This study shows that there is an excellent correspondence between employee training and development in Pakistani supermarkets and employee performance. This study thus leaves a research gap, as the study is only based on the supermarket industry, hence, there is possibility of exploring if the same exists in the food and beverage industry.

A study conducted by Cheronno (2017) on the employee development and organizational performance in Unilever, Kenya using descriptive research design and on 696 employees. It was shown in the findings that employee development has a significant influence on the performance of the organization. He also noted that training and mentorship as part of the training methods contributes significantly to employees' performance and participation.

Ronalds and Christopher (2013) on employee development and organizational performance revealed that employee development programs make positive contribution to organizational performance. Furthermore, it was revealed that employee development in most cases have been mastermind by the organization which should rather understand some conditions that must be met for effectiveness and mutual benefit.

Nidbe (2014) also studied the impact of employee training on the organizational performance of Enugu soft drink bottlers. Using a descriptive research design, a total of 254 samples were randomly selected, and the personnel files and annual reports from the organization were used to measure performance. Questionnaires are used to collect answers about employee training; other variables are also taken into consideration, such as training design and delivery. The study found

that employees are sent on training through systematic development procedure. A significant relation was ascertained between employee training & development and their performance.

2.3 Organizational Productivity

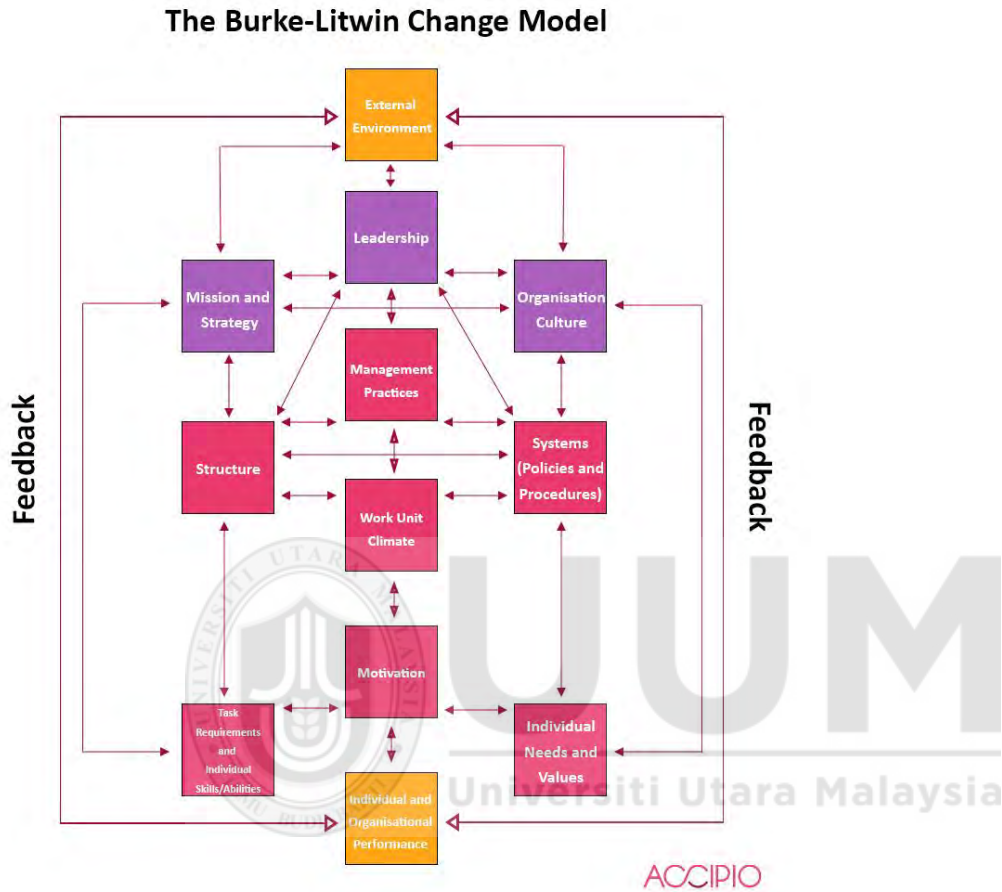
The term productivity according to Scott-Grant (2012) is the measurement of the level of efficiency of an organization production process. It is determined by measuring the company's production output to its employees' labor hours. Organizational productivity or performance is simply a measure of the output of the organization. These have been measured in several ways. Based on the assertion of Richard et al., (2009), organizational productivity or performance is made up of three basic areas of the organizational outcomes which include: financial performance (profits, return on investment), performance of product market (sales, market share) and shareholder return (economic add value). In every other instance, organizational productiveness or overall performance is always indicated by way of economic scales non-economic, income, market share and profit strategies which includes, commitment and efficiency of employee, agencies' productivity, employees' satisfaction, service quality, and innovativeness (Al Damoe, 2012). In other words, it relates to how an organized group of people achieve a goal or perform a function within an organization. Olaniyan and Lucas (2008) from another angle noted that employee development created capacity constructing that maximize performance of the organization.

Afshan, Sobia, Kamran & Nasir (2012) identified that human resource is crucial in pleasing the business company goal and act as manner of sustainable powerful manufacturing. They need the manager to make certain that at any moment there should be good enough manpower that offer both technical and social competence and functionality in specializing in branch or precise managerial role. Malaolu and Ogbuabor (2013) look at that labour-force improvement may be very

vital for labour performance and the company overall performance based totally on the concept that formal schooling does no longer offer adequate manpower competencies to the business enterprise. They further observe that few individuals might have achieve abilities, skills, capabilities, and knowledge needed to for unique activity assignment and also make crucial have an effect on to organizational performance. The degree of any organizational performance is in actual output of effects of an employer as in opposition to its intended or envisaged output. The goal or every organization is to make profit and to some extent there is always a profit expected. A major causal model of Organizational Performance and change was developed by Burke and Litwin (1992) that suggests linkages on how performance is affected by internal and external factors. This model links what could be understood from practice to what is known from research and theory. Originally, the model revolves around 12 organizational dimensions which include external environment, mission and strategy, leadership, organizational culture, structure, management and policies, systems, work unit climate, task and individual skills, individual needs and values, motivation and individual and organizational performance. (See Figure 2.2 below)

Figure 2.2

Organizational Performance Model Burke and Litwin, 1992



2.3 Theoretical Review

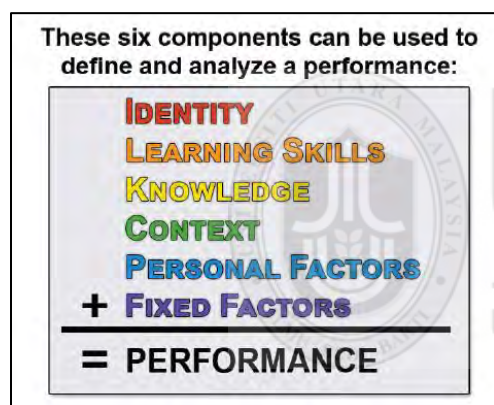
This section covers relevant theories used to develop an understanding of the relationship between the variables (employee development and organizational productivity). For the purpose of this study, two theories were considered which are; theory of performance and organizational behaviour theory.

2.3.1 Theory of Performance

The theory of performance has experienced several modifications in explaining the factors responsible for performance. According to Egler (2007), the theory of performance develops its idea on six major frameworks used to explain improvements in performance. Egler (2007) defines the core components of a performance as identity, learning skills, knowledge, context, personal factors, and fixed factors.

Figure 2.3

The Performance Model



Based on the rationale behind this theory, it is believed that humans are capable to achieve whatever they want to achieve. Performance heavily relies on learning which can be in formal/traditional context, informal/non-traditional context and organizational learning. In the formal learning context, learning takes place in classrooms, workshops and other venues that are associated with learning. For the non-traditional learning context, learning takes place at almost any place which might not be formal settings. This can take the form of academic advising, self-development, departments, academic committees etc. In organizational learning, learning is done

primarily to enhance organizational productivity through employee's performance (Tomlinson, et al., 2002).

The performance mindset remains one of the factors to also look out for when considering its effect on performance. This includes actions that engage positive emotions. For instance, setting challenging goals, allowing failure as a natural part of attaining high performance and providing conditions in which the performer feels a right amount of safety. On the other hand, physical and social environment can also influence performance which is referred to as immersion. This can help stimulate personal as well as professional development of employees (Egler, 2007). Bransford, Brown and Cockings (2000) also believe in reflective practice as very important factor to be considered in improving performance level. He noted that this involves actions that help people pay attention to and learn from experiences. For instance, noting accomplishments, evaluating or assessing developments.

2.3.2 Organizational Behaviour Theory

Organizational behaviour centers around the employees' thoughts, feelings, emotions and actions in a work setting. It is very important to understand the how it works. Within an organization Nadler and Thushman believes that understanding individual's behaviour can be difficult and challenging, however when an attempt is made to understand it in group, it then makes more sense.

In other words, organizational behaviour theory focuses on human behaviour in organizational settings, it attempts to bridge the gap between human behaviour and organizational performance.

To get a proper understanding of the theory, some key elements need to be itemized which are the people structure, technology and environment in which the organization operates (Saravanakuma, 2020). People are the ones that make up the internal and social system of any organization. They

are the ones working in an organization to achieve organizational objectives. The structure is the formal relationships of the people in organizations. These are the principles that are laid down to perform a particular job. The technology is machines and work processes provided to perform certain tasks effectively while the environment is the larger part of the business surroundings such as government and other social institutions.

2.5 Research Framework

A research framework of the study has been constructed specifically for use in this study as shown in figure 2.5... Employee development represents the independent variable to be tested with employee performance and organizational productivity based on Theory of Performance and Organizational Behaviour Theory. The dependent variables for this study are employee performance and organizational productivity.

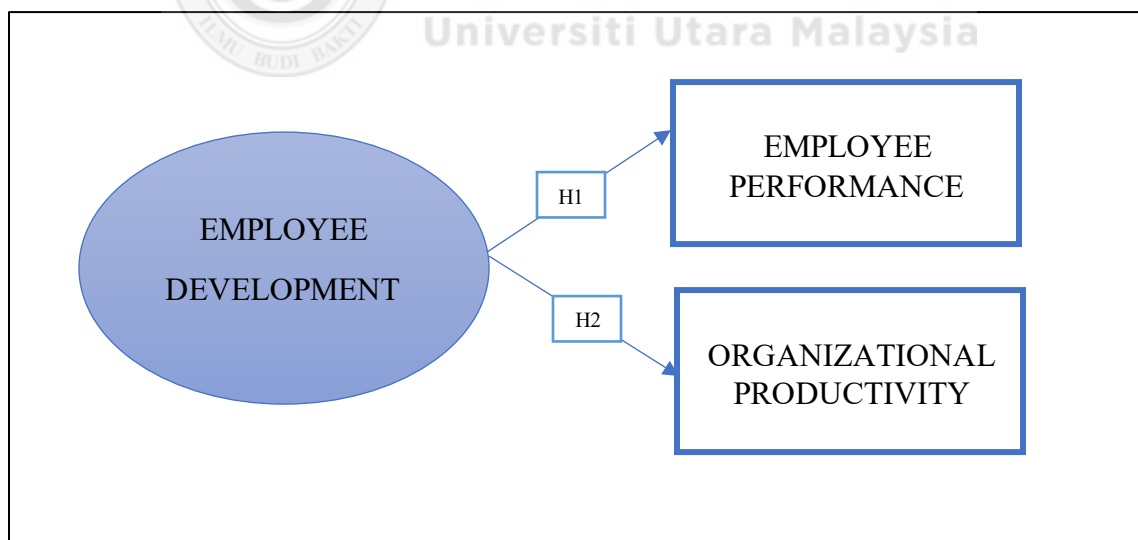
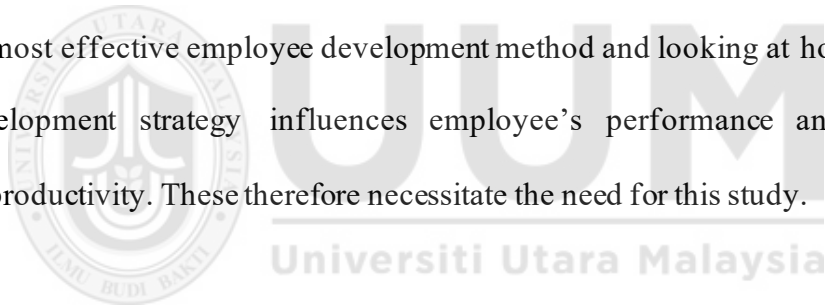


Figure 2.5

Research Framework for this study

2.6 Chapter Summary

From the literatures reviewed in this study, it is obvious that employee development remains a major organizational action to develop and retain the skills needed for organizational growth from the employees. However, obviously, if this is the case, some employees might prove to be smart, while some authors believed that the employees will feel employee development gives the employee some sense of responsibility and having a mindset that they need to pay their organization back what they have invested, there must be a genuine intention of the organization to truly develop on the skills of their employees strictly based on their consent and the areas they which to develop on as long as it remains within the confine of the organizational services. It was also obvious from the literatures that little efforts have been invested in research in properly examining the most effective employee development method and looking at how each of these employee development strategy influences employee's performance and subsequently organizational productivity. These therefore necessitate the need for this study.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents research design, population, sample and sampling techniques, research instrument, validity of the instrument, reliability of the instrument, administration of instrument and data analysis.

3.1 Research Design

The descriptive research design of the survey type was used in this study. The descriptive research design is used to describe the condition of the sample the way it exists; it merely shows the condition or relationship that exists without attempting to change the characteristics of the population under study. This descriptive research design of the survey is appropriate for this study because it helps to describe how employee development influences organizational productivity.

3.2 Population

According to Cooper and Schindler, (2014) population can be defined as the total collection of elements about which we wish to make deductions.

The population for this study is the staff of Nigerian Breweries in Ogun and Lagos state branches. These also include the management staff of the organization. The organization has a total of 3,195 employees.

3.3 Data collection

The data needed for the study is in resonance with the objectives of the study. The data include; data on the socio-demographic characteristics of the study, employee development methods, impact of employee development on their performance and employee development strategies on organizational performance. These data were sourced primarily with the use of a questionnaire.

3.4 Sample and Sampling Techniques

A total of 400 employees were selected using the multi-stage sampling technique. The sample were selected at two stages, purposive and stratified sampling technique.

Stage 1

The purposive sampling technique is used to select 2 out of the 9 breweries location in Nigeria. The two are the ones located in Lagos and Ogun. This is done with consideration to time and financial constraints. To this end, a total of 200 staff were selected from each of the brewery location.

Stage 2

At the second stage, stratified random sampling technique is used to select the staff using two major criteria. The first criteria are gender while the second is years of experience. This is done to ensure that the sample used for the population is representative.

3.5 Research Instrument

The research instrument used for this study is a self-designed questionnaire. The questionnaire titled “Influence of Employee Development on Organizational Productivity”. The questionnaire is grouped into three sections: sections A, B and C respectively. Section A collected data on the socio-demographic characteristics of the respondents. Section B focused on the employee development while section C examined the influence of employee performance and organizational productivity respectively. 5 points Likert scale used on section B and C. By using 5-point Likert scale, the respondents have more option (Dawes, 2008) and the rating is comparable and consistent (Cena et al., 2017). Besides, the more the rating on scale is better due to it can fully consider the effect of rating scale on user’s rating behaviour (Cena et al., 2017).

Table 3.1

Instrument Layout

Section	Number of Item	Data Type
A	6	Nominal & Ordinal
B	12	5-point Likert Scale
C	22	5-point Likert Scale
Total	40	

3.6 Validity of the Instrument

Face and Content validity were used for the study. This is ascertained by the researcher's supervisor, experts in the field of Human Resources Management. The appropriateness of the instrument was also determined. This ensure that the instruments contained the appropriate items that could actually elicit the intended responses on employee development and organizational performance; the instrument will be modified based on the comments of the experts to meet the face validity requirements.

3.7 Reliability of the Instrument

Test-retest method of reliability was adopted for the study which the instrument was administered to 40 staff outside the sampled area on two occasions within the interval of two weeks. The two responses were correlated and analyzed using Pearson Product Moment Correlation (PPMC) to test for the reliability.

3.8 Data collection procedure

The instrument was administered with the help of trained research assistants. Necessary instructions were given on how to administer the questionnaire to the respondents. Direct and personal contact of the researcher and the research assistants with the respondents will facilitate timely and required response to the instruments by the respective respondents. Copies of the questionnaire will be collected immediately after they have been adequately filled.

3.9 Data Analysis

Data collected were analyzed using both descriptive and inferential statistics. The results of the data were analyzed using descriptive statistics of simple percentage, mean and standard deviation. Furthermore, hypothesis 1 was test used Pearson product Moment Correlation (PPMC), while hypothesis 2 was tested using linear regression analysis at 0.05 level of significance.



CHAPTER FOUR

RESULTS AND ANALYSIS

4.0 Introduction

This section focuses on the presentation of results of data analysis and discussion of findings of the study on the influence of employee development in increasing productivity at the Nigeria breweries. This is done in resonance with the objectives of the study. The first part of this report is the response rate. The background of this study is presented in part two and reveals the demographic representation of the respondents. The third and fourth part present the organization employee development strategies, and the effectiveness of these strategies respectively. The fifth part analyzed the influence of employee development on employee performance and productivity of the company, and the final part summarized the whole results and findings.

Figure 4.1

Response Rate



This section analyzed the response rate. Responserate is defined as the total number of respondents or individuals who partake in a scientific study. A total of 400 copies of questionnaire was administered to the respondents while a total of 387 were retrieved. As illustrated in the figure below, the results revealed that 97% of the copies of questionnaire administered are accounted for.

4.1.2 Socio-Demographic Characteristics of the Respondents

This refers to a combination of social and demographic factors that define people in a specific group or population. In this case, this section displays the details of the respondents based on their frequency distribution and the percentage analysis are given.

Table 4.1

Gender Distribution of the Respondents

Gender	Frequency	Percentage
Male	216	55.8
Female	171	44.2
Total	387	100.0

Result presented in Table 4.1. showed that there were more male respondents than female respondents. However, the difference was not much which could be attributed to the fact that the organization is known to advocate for gender balance in their recruitment and selection.

Table 4. 2*Age Distribution of the Respondents*

Age	Frequency	Percentage
Below 18	8	2.1
18 – 30	164	42.4
30 – 50	149	38.4
Above 50	66	17.1
Total	387	100.0

Result presented in Table 4.2 on the age distribution of the respondents revealed that respondents below 18 years of age had the lowest percentage while respondents between 30 -50 years of age had the most percentage. In addition, it is evident that the majority of the staff were between 18 years and 50 years of age. This result could be due to the recruitment policy of the organization and/or coupled with the fact that there were more experienced workers in the organization. Due to what the organization produces and their objectives, they hardly employ minors (employee that are below the age of 18) which has also precipitated the result on the age distribution of the respondents.

Table 4.3*Marital Status of the Respondents*

Marital Status	Frequency	Percentage
Single	129	33.3
Married	226	58.4
Divorced	12	3.1
Widowed	20	5.2
Total	387	100.0

Result presented in Table 4.3 on the marital status of the respondents showed that majority of the respondents were married while closely followed is the single respondents. This is an indication that the result is in tandem with that of Table 4.1 that revealed that most of the respondents the respondents were between 18 and 50 while a significant percentage were married and unmarried. It was also revealed that were very few respondents were divorced and widowed.

Table 4.4*Religion of the Respondents*

Religion	Frequency	Percentage
Christianity	195	50.4
Islamic	184	47.6
Traditional/ Indigenous	3	0.7
Others	5	1.3
Total	387	100.0

Result presented in Table 4.4 on the religion of the respondents showed that there was considerably a good distribution of religion in the organization particularly for Christianity and Islamic religion which were the dominant religion in the country and much less percentage of traditional worshippers and those with other religion. The nature of result could be attributed to the demographic characteristics of the study area i.e., the study area had significant percentage of both religions.

Table 4.5

Level of Education Attained

Items	Frequency	Percentage
Secondary	51	13.2
Tertiary	291	75.2
Post-Graduate degree	45	11.6
Total	387	100.0

Result presented in Table 4.5 revealed that most of the respondents had completed their tertiary education while only a few percentages of them had only secondary school education and fewer with a post-graduate degree. It is therefore evident that the staffs were mostly employed with their tertiary education degrees. The implication of this is that most of the respondents will provide a very thoughtful information on the training they receive and the proper understanding of how it can influence organizational productivity.

Table 4. 6

Years of Experience

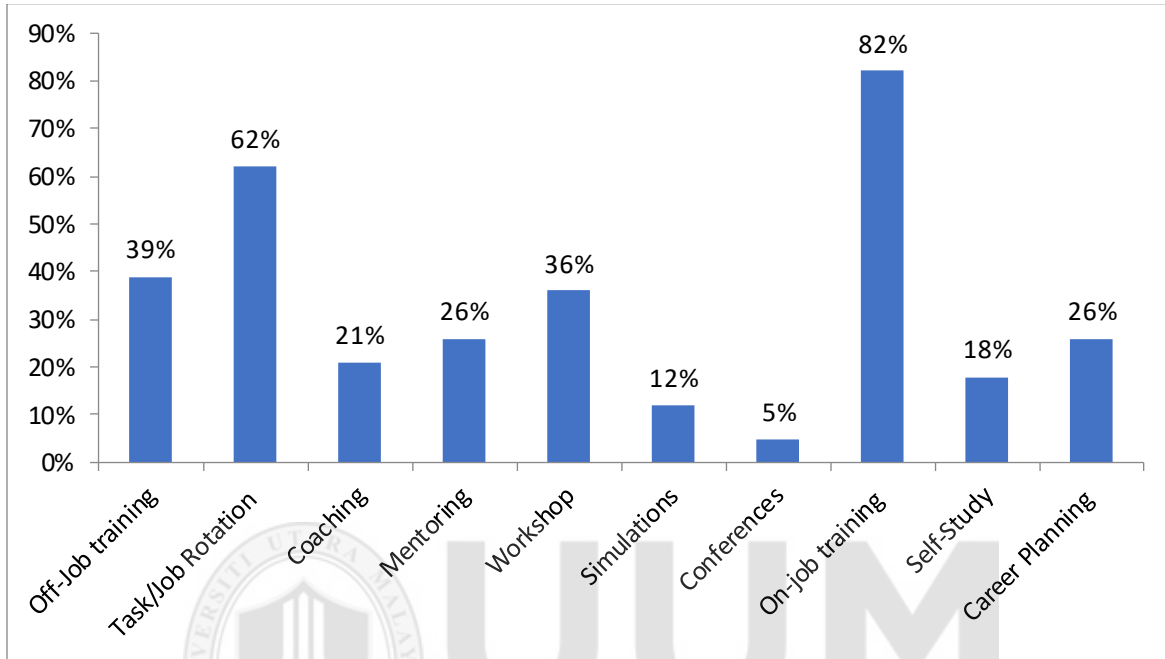
Items	Frequency	Percentage
Below 5 years	31	8.1
5 – 10 years	178	45.9
10 – 15 years	116	29.9
Above 15 years	62	16.1
Total	387	100.0

Result presented in Table 4.6 showed that majority of the respondents had between 5 – 10 years working experience in the brewery company while closely followed were those that have between 10 – 15 years' experience. It is evident from the result that most of the staff have had at least 5 years work experience in the company which is an indication that they were not new to the system and would have proper understanding of the organization objectives, training and other relevant information.

4.1.3 Employee Development

Figure 4.2

Employee Development



Result presented in Figure 4.2 on the employee development used in the organization showed that on-job training and task/job rotation, remains the major employee development strategies used in the organization while others like employee development methods such as off-job training, workshop, mentoring and career planning were also used in some cases particularly on staff that have had enough experience and were considered essential to the organization. It was revealed that conferences, simulations and coaching were scarcely used in the Nigerian Brewery.

On job training were training carried out in relation to the specific task assigned to the employee while task/job rotation is used to help employee gain experience in other tasks which are all towards achieving the organizational objectives.

4.1.4 Impact of Employee Development on Organizational Productivity

Hypothesis 1

Employee development has significant relationship with employee performance

Table 4.7

Relationship between employee development and employee performance

Variables	N	Mean	SD	r.	sig.
Employee Development	387	4.17	1.016	.617	.01
Employee Performance		3.69	1.55		

$p < 0.05$

Result presented in Table 4.7 on the relationship between employee development and employee performance revealed that $r = .617$, $p < .05$, therefore the hypothesis stated is accepted which implies that there is a significant relationship between employee development and employee performance. In other words, employee development could possibly influence employee performance in the study area. In line with this, it was obvious that the employee development strategies used could be a major factor that can help improve on the know-how of the employees, their job satisfaction and subsequently improvement on their performance.

Hypothesis 2

Employee development has significant relationship with organizational productivity

Table 4. 8

Regression analysis on Employee development as a predictor of Organizational Productivity

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	26.214	3.612		1.258	.000
Employee Development	.030	.049	.315	8.615	.003

R² = .31, Adjusted R² = .241, df = 386, F = 10.112
 Dependent Variable = Organizational Productivity
 Predictor = Employee Development

p < 0.05

Table 4.8 shows the simple linear regression analysis on employee development as a predictor of organizational productivity. It was revealed that $F(386) = 10.112$, $p < 0.05$ significant level. Hence, the hypothesis is accepted. Therefore, *employee development does significantly predict organizational productivity (i.e., there is a significant relationship)*. The value of the coefficient of determination ($R^2 = .31$) indicates that hopelessness accounted for 31% ($R^2 \times 100$) of the total variance in organizational productivity. The other 69% is largely due to arrays of other factors in the organization that could influence organizational productivity. In addition, it was revealed that for every 1 unit increase in the organizational productivity, there is a 0.315 unit increase in employee development which is an indication that the place of employee development cannot be overemphasized in boosting productivity in an organization.

4.2 Summary

The study examined the influence of employee's development on organizational productivity. Specifically, the study identified the employee development strategies, the most effective employee development strategy, investigated the impact of employee development on employee performance and influence of each employee development strategy on increasing organizational productivity. The descriptive research design was employed and the population used for the study is the staff of Nigerian Breweries. A total of 400 employees were selected using multistage sampling technique and data was collected with the use of a questionnaire. Face and content validity was used for the instrument validity and test-retest method was employed to test for the instrument's reliability and a co-efficient of 0.72 was obtained. Data collected was analyzed and described using simple percentage, mean and standard deviation while ANOVA and linear regression was employed to test the stated hypotheses. Results were presented in tables and charts. Findings obtained on the employee development strategy revealed that the most used methods were on-job training (82%), task/job rotation (62%), off-job rotation (39%), workshops (36%), mentoring and career planning (26%). It was also revealed that the most effective of employee development strategies is the task/job rotation while closely followed is the on-job and off-job training. It was also revealed that task/job rotation (42%) and on-job training (31%) remain the most effective employment development strategy.

Findings on the impact of employee development on employee performance showed that there is a positive and significant relationship (0.617, $p < 0.05$) between employee development and employee performance. It was revealed that there is a significant difference in the impact of employee development strategies on organizational productivity ($F = 3.714$, $p < 0.05$). Lastly, it was shown that employee development is a good predictor of organizational productivity ($F = 10.11$,

p<0.05) accounting for about 31% of the total variance/factors that influences organizational productivity.



CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Discussion

Result presented on the socio-demographic characteristics of the respondents revealed that there was quite a good representation of both gender in the organization with only a few differences reflecting in the result while the male respondents have more percentage than the female respondents. Most of the staff was between ages 18 and 50 years of age, which could be attributed to the policies of the organization of the dominant age group in the workforce. Majority of the staff were married with significant percentage of single staff. Result on the religion showed that the staff was both Christians and Muslim while the work experience indicated that most of the staff have spent at least 5 years in the organization. The nature of result obtained here indicates that there was quite a good representation of the religion, marital status, Gender in the organization and also most of the staff have considerably a good experience under which there is possibility to have undergone one or more employee development programme in the organization.

Results obtained on the employee development strategy revealed that the most used methods were on-job training while others include task/job rotation, off-job rotation, workshops, mentoring and career planning. It was also revealed that the most effective of employee development strategies is the task/job rotation while closely followed is the on-job and off-job training. The result obtained is in line with that of Rasul and Farooqi (2015) discovered that job rotation usually becomes necessary towards employee development and has been used by most organization because it helps reduce boredom, increases staff capacity and help them develop new skills that can be put into practice. In tandem with this Armstrong (2003) also found that aside from the fact that job rotation is considered the most effective, it is even made more effective by combining it with other

employee development methods such as on-job training and off-job training. This is because it will help boost the morale of the staff and they will be able to develop new skills faster. In other words, job rotation makes employee more versatile, motivates employees and subsequently reduces redundancy.

Findings on the employee development influence on employee performance showed that there is a positive and significant relationship between employee development and employee performance. This implies that employee development could influence employee performance. This finding is in corroboration with that of Saghir (2014) who found in his study that there exist a positive and significant association between employee training and development on performance and productivity. Malola and Ogbuabor (2014) also found that manpower development enhances efficiency and job productivity. Hence, there is no doubt that employee development enhances organization productivity.

Result on the impact of employee development on organization productivity as tested in hypothesis 1 showed that there is a significant difference in the impact of employee development on employee performance while in hypothesis 2, it was also revealed that employee development is a good predictor of organizational productivity. From the foregoing, there is no doubt that the effect of employee development on organization productivity cannot be overemphasized, it was also evident that the effect the employee development has on organizational productivity also depends on the employee development methods used. This finding conforms with that of Olaniyan and Lucas (2008) who reiterated the importance of labour development in ensuring organizational performance and manpower efficiency. Ronalds and Christopher (2013) in their study also showed that employee development has positive impact or contribution to improving organizational performance. To further enhance performance, it is also important to design the employee

development strategies in resonance with organizational objectives. However, it has been discovered that job/task rotation is the most effective method and when complemented with on-job/off-job training, it yields the best result and subsequent organizational productivity.

5.2 Recommendations

Based on the findings obtained in the study, the following recommendations were put forward:

1. Firms and organizations should put more effort in training and mentoring of new staff for increased performance or organizational productivity.
2. Job rotations and on-job training should be regularly adopted as the major employee training method. This should be done alongside ensuring welfare of the staff.
3. Organizations should use employee development and career development as strategy to improve on organizational productivity and not emphasize too much on organizational objective as it can have negative impact on the orientation of the employees.

5.3 Limitation of the Study

This study is limited to the influence of employee's development on organizational productivity, with the exclusion of the perspectives from the organization top management. Also, the research scope is limited to the Nigerian breweries in the South West region of the country. This is due to factors like time constraint and limited resources.

5.4 Contribution to Knowledge

This study adds to the body of knowledge by providing information on the most effective employee development strategy, impact of employee development on employee performance and organizational productivity.

5.5 Suggestion for further Research

Considering the scope and limitations of this study, further research can be conducted on: other factors that influence employee development and organizational productivity such as organizational climate, gifting, remuneration and rewards.

Employee development strategy can also be considered from a broader perspective, and should be extended to other industries within and outside the country where the research was carried out.

5.6 Conclusion

From the information obtained, the study concludes that on-job training and task/job rotation are the major employee development strategies used in the study area while task/job rotation remains the most effective employee development strategy. There exists a significant relationship between employee development and employee performance. Employee development significantly influences organizational productivity.

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APPENDICES

QUESTIONNAIRE

INFLUENCE OF EMPLOYEE DEVELOPMENT IN INCREASING PRODUCTIVITY IN THE ORGANIZATION: A CASE OF NIGERIA BREWERIES

Dear Respondent,

This questionnaire is designed for the purpose of research investigation, the researcher humbly requests your honest and sincere attempt for each item in this questionnaire as it reflects to you, there are no wrong or right answers. All information supplied by you will be treated with utmost confidentiality. Thanks.

SECTION A: Socio-Demographic Characteristics: Please tick (✓) where appropriate

1. Gender:
Male []
Female []
2. Age:
Below 18 years []
19 – 29 years []
30 – 50 years []
Above 50 years []
3. Marital Status:
Single []
Married []
Divorced []
Widowed []
4. Religion:
Christianity []



Islam

Traditional

Others (Please Specify) _____

5. Level of education attained:

Secondary level

Tertiary level

Post Graduate degree

6. Years of Experience:

<5 years

5 – 10 years

11 – 15 years

Above 15 years



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SECTION B

EMPLOYEE DEVELOPMENT

Please select how often these employee development methods are used in your organization

Please (√) tick appropriately on a scale of 1-5.

1 = None of the time 2 = Rarely 3 = Some of the time 4 = Often
5 = All of the time

	Items	1	2	3	4	5
1.	Training					
2.	Task/Job Rotation					
3.	Coaching					
4.	Mentoring					
5.	Workshop/Committees/Working Groups					
6.	Simulations					
7.	Conferences					
8.	On-the-job training					
9.	Self-Study					
10.	Career Planning					
11.	Others (Please specify) _____					

12. Kindly indicate other employee development methods used by the company, if not listed

Please identify the top three most effective employee development methods used in the organization

- i. _____
- ii. _____
- iii. _____

SECTION C

I. EMPLOYEE PERFORMANCE

Kindly indicate the extent to which the following factors of employee performance have influence the employee development and productivity of your company.

Please (√) tick appropriately on a scale of 1-5.

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

	Items	1	2	3	4	5
1.	I feel dedication, seriousness and ability to take responsibility					
2.	I enjoy professional skill or professionalism and technical knowledge required to carry out the work efficiently					
3.	I do my work according to specific policies and procedures					
4.	I feel satisfied with the work I do in this organization					
5.	Work planning contributes to meeting set objectives					
6.	I have the ability to plan my work and its accomplishment according to the planned schedule					
7.	Planning the work before starting its implementation gives me a sense of comfort					
8.	Planning the work before starting its implementation increases my ability to focus on the completion					
9.	I have the ability to put forward ideas and solutions rapidly to face work-related problems					
10.	I have the desire and willingness to work outside official working hours for fast delivery					

II. ORGANIZATION PRODUCTIVITY

Kindly indicate the extent to which the following factors influence the organizational productivity of your company.

Please (√) tick appropriately on a scale of 1-5.

1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-Strongly Agree

	Items	1	2	3	4	5
1.	Desired Level of output is always attained					
2.	Employees attitude to work is always encouraging					
3.	Set quantity of products/services is achieved at all time					
4.	There is high level of employee loyalty					
5.	Department/Sectional output goals are often achieved					
6.	Returns of investments is always adequate					
7.	Things are always done at the right time with few exceptions					
8.	There is high level of employee commitment					
9.	Products/Services are made in response to demand of the environment					
10.	Labour-management relationship is always satisfactory					

11. Please state, if there are others _____

12. Kindly make suggestions on what else the management can do to enhance organizational productivity _____
