TRAINING AND EMPLOYEE PRODUCTIVITY IN QUOTED FOODS AND BEVERAGES MANUFACTURING COMPANIES IN SOUTH-SOUTH, NIGERIA

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ABSTRACT

The aim of this study was to evaluate the relationship between training and employee productivity in quoted foods and beverages manufacturing companies in south-south Nigeria. The study adopted a cross-sectional survey research design, while its theoretical framework was built on the Knowledge Based Theory. The population of the study was one thousand nine hundred and sixteen (1,916) employees, with a sample size of (330) three hundred and thirty employees from the 14 quoted foods and beverages manufacturing companies in south-south Nigeria which was sourced from the human resource department in each company using Taro Yamen's formula to determine the sample size. Data were elicited through questionnaire administration. The Cronbach Alpha Reliability was used in accessing the reliability of the instrument adopted in the study and all the values were above the bench mark of 0.7. Also, the Spearman Rank Order Coefficient technique was used to access the relationship between study variables and to test the stated hypothesis with the use of statistical package for social science (SPSS Vision 26.0) software. Empirical findings showed that there is a strong positive and significant relationship between training and the measures of employee productivity (timeliness, quantity output and quality service) of the quoted foods and beverages manufacturing companies in south-south Nigeria. The study therefore, recommended that human resources managers in the organizations in the foods and beverages manufacturing industry should utilize on-the-job and off-the-job training programs to improve employee productivity in the organizations.

Key Words: Training, employee productivity, timeliness, quantity output and quality service

INTRODUCTION

Business organisations are characterized by turbulences and change, stiff competition, market globalization and rapid business innovation resulting from technological advancement. The business environment is dynamic and highly challenging, industry players are all scrambling to occupy a reasonable share of the industry's market (Kother & Keller, 2012; Stoner, Gilbert & Freeman, 2013). Hence, organizations integrate their resources and deploy them optimally in order to improve their market share and translate the company to profitability. This has seriously put pressure on employees and the organisations to overcome skills gap. Apparently, to remain competitive in the face of these pressures, employee timeliness, quantity output and quality service in any industry is crucial to achieve organizational goals and objectives. Productivity has become an important facet of work culture in the organisation. In general terms, productivity refers to the conversion of inputs such as human resources, money, time into outputs.

Understanding the employee's attitude in today's dynamic work environment poses a challenge for organisations. Thus; productivity is an overall measure of the ability to produce goods and services. Furthermore, productivity is the extent to which an organization's resources are brought together and effectively utilized for the attainment of set goal (Bayo & Emotongha, 2020). More specifically, productivity measure how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. Productivity is useful as a relative measure of actual output of production compared to the actual input of resources measured across time or against common entities. As output increases for a level of input, or as the amount of input decreases for a constant level of output, an increase in productivity occurs in the workplace. Whereas, training includes a wide range of organized activities designed to change and improve the employment-related skills, knowledge, or attitudes of workers to achieve the goals and objectives of the company. The role of organizational training has evolved from a relatively narrow focus on the technical skills required to complete a particular task to an emphasis on facilitating "learning" and the creation and sharing of knowledge.

In order for the organizational training function to be successful in its efforts to implement learning strategies, the following key capabilities are necessary: alignment of learning goals to the business goals; measurement of the overall business impact of the learning function; movement of learning outside the organization to include customers, vendors, and suppliers; a focus on developing competencies for the most critical jobs; integration of learning with other HR functions such as knowledge management, performance support, and talent management; training delivery approaches that include classroom as well as e-learning; and design and delivery of leadership development courses. Done properly, employee training and development programs can provide a number of important benefits to companies including increased job satisfaction and morale among employees; increased employee motivation; increased efficiencies in processes, resulting in financial gain; increased capacity to adopt new technologies and methods; increased innovation in strategies and products; reduced employee turnover; enhanced company image (e.g., conducting ethics training reduces likelihood of unlawful or unethical actions or behaviors); and risk management (e.g., training about sexual harassment and workplace diversity reduces risk of harassing or discriminatory actions in the workplace). The purpose of this study was therefore to evaluate the relationship between training and employee productivity in quoted foods and beverages manufacturing companies in South-South Nigeria. The specific objectives of the study are:

1. To examine the relationship between training and timeliness in the quoted foods and beverages manufacturing companies in South-South Nigeria.
2. To examine the relationship between training and quantity output in the quoted foods and beverages manufacturing companies in South-South Nigeria.
3. To examine the relationship between training and quality service in the quoted foods and beverages manufacturing companies in South-South Nigeria.

Conceptual Framework

Figure 1: Operational framework indicate the relationship between training and employee productivity.
Source: Desk Research (2024)

The research questions that guided the study were stated are as follow:

1. What is the relationship between training and timeliness of quoted foods and beverages manufacturing companies in South-South Nigeria?
2. What is the relationship between training and quantity output of quoted foods and beverages manufacturing companies in South-South Nigeria?
3. What is the relationship between training and quality service of quoted foods and beverages manufacturing companies in South-South Nigeria?

LITERATURE REVIEW

Theoretical Review

The knowledge-based View Theory

The knowledge-based literature identifies two conceptually distinct dimensions of knowledge management. First, those activities that increase an organization's stock of knowledge what March (1991) refers to as 'exploration', and Spender (1992) calls knowledge generation. Second, those activities that deploy existing knowledge to create value what March (1991) refers to as 'exploitation', and Spender (1992) calls knowledge application. In relation to strategic alliances, this distinction between knowledge generation and knowledge application corresponds to a key distinction in the ways in which knowledge is shared among alliance partners. Knowledge generation points to alliances as vehicles of learning in which each member firm uses the alliance to transfer and absorb the partner's knowledge base. Knowledge application points to a form of knowledge sharing in which each member firm accesses its partner's stock of knowledge in order to exploit complementarities, but with the intention of maintaining its distinctive base of specialized knowledge.

Several prior studies have distinguished these two types of knowledge sharing within alliances. Hamel (1991) noted that the crucial distinction between acquiring such skills in the sense of gaining access to them and actually internalizing a partner's skills has seldom been clearly drawn. Similarly, Inkpen (1998) observed that in some alliances, partners aggressively seek to acquire alliance knowledge while in others; the partners take a more passive approach to knowledge acquisition. From a transaction cost perspective, Hennart (1988) has also identified a similar competition/cooperation tension. The distinction between acquisition and accessing is critically important of the evolution of the alliance partners' knowledge bases. In the global knowledge-based competition, the role of human capital has become tremendously important. Individuals are no longer mere elements of a production system, but owners and controllers of the most important factor of production knowledge. Individuals decide how they want to use their skills and intellect, and direct their efforts based on personal motivations. At the same time, knowledge has become the key source for business performance.

According to March (1991) knowledge-based view of the firm, a firm should be understood as a social community specializing in speed and efficiency in the creation and transfer of knowledge. Many of the forefront academics propose that the recent large-scale changes associated with the increasing role of knowledge have dramatic consequences for the nature of work. They also have implications for the authority relations within the firm, organizational structures and processes, and even for the boundaries of firms. In this paper our aim is to characterize and analyze the nature of knowledge and its implications for firms. We also analyze the emerging knowledge-based view of the firm, and its implications for management. Finally, we raise some emerging issues relating to the development of the knowledge-based view. Nakamura (1996) observed technological convergence in joint ventures where the partners engaged in mutual organizational learning and the opposite tendency among joint ventures where 'partner firms' competitive capabilities have become dissimilar but complementary. A similar dichotomy was detected by Mowery (1996) in the lack of significant overall trend towards either convergence or divergence between partners' technology bases among 792 alliances which appeared to disguise the fact that some alliances were converging (implying mutual learning) while others were diverging (implying specialization and knowledge accessing).

However, the usefulness of knowledge-based view to the analysis of reskill-transitivity has been limited by cursory analysis of the role of knowledge in relationships and the widespread presumption that the goal of reskilling is to facilitate organizational learning. This emphasis on learning the acquisition of knowledge fails to recognize the central attribute of the reskill-transitivity as an organizational mode that can reconcile the benefits of knowledge specialization with those of flexible integration. The purpose of this study is to present a theory of reskill-transitivity that focuses upon the role of reskill-transitivity, not in acquiring, but in accessing the knowledge resources of individual employees for the development of organizational goal.

Conceptual Review

The Concept of Training

Training had been a set of information impacting activity that provides employees with relevant knowledge to enhance the employer's net worth. It provides a set of activities designed to provide understanding on work process and approach. Training is considered as the most essential activities of Human Resource Management (Weil & Woodall, 2005). Training is of growing importance to companies seeking to gain an advantage among competitors. There is significant debate among professionals and scholars as to the effect that training has on both employee and organizational goals. One school of thought argues that training is a tool that can lead to higher level of employee performance (Colarelli & Montei 1996; Becker, 1993). Regardless of where one falls within this, most professionals agree that employee training is a complex human resource practice that can significantly impact a company's success. The wave of advancement and application of technology, complexity of operations, competition, need for growth and sustainability makes employee training critical. According to Ahmed, Sultan, Paul and Azeem (2013), training is a learning process that involves the acquisition of knowledge, sharpening skills, concepts and rules or changing attitudes and behaviours to enhance the performance of employees. Other scholars see training as a planned programme that results in acquisition of knowledge, skills, attitudes and social behavior that improves employees' job performance (Nassazi, 2013).

Organizations aspire to be successful through differentiated programmes, services, capabilities etc especially in the oil and gas servicing companies. However, such elements need to be envisioned, developed, implemented and sustained by well-trained individuals. Employee training is viewed as a systematic approach of learning and development that improves individual, group and organization (Ahmed, 2013). Thus it is the series of activities embarked upon by most organizations that lead to knowledge or skills acquisition, for growing purposes, to keep companies in a better position to contend with rapid changes in technology and innovation, the intensity of competition and organizational change for continued investment in training and development (Beardwell, Holden & Claydon, 2004). Training helps to manage change process by increasing understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations as well as prepare employees for future jobs either within or outside an organization (Swanepoel, 2000; Cole, 2002).

In light of these benefits, it is obvious that training goes a long way in assisting organizations to achieve their set goals and survive competition (Peteraf, 1993). However, it should be noted that the benefits of training should not be expected too quickly nor should they be taken for granted. More often, training success is not only dependent on how well and wisely it was designed (internal factors), but also highly relies on external factors such as societal norms, cultural practices and technological advancements. According to Hebert and Doverspike (1990), prior to undertaking any training efforts, managers must ensure that there is a need that can be remedied through such training and there must be a clear training policy guiding that training process. By definition, training process is a systematic approach of developing training programs and it begins with the assessment of training needs, usually at three levels namely; strategic level, tactical level and operational level. At the strategic level, the training needs are determined by the top management by taking into account the overall organizational goals, mission, strategy and problems, which need to be addressed. At the tactical level, the needs are determined by middle management by taking into consideration the development needs to coordinate and allow cooperation between and/or among organizational units. Lastly, at the operational level the needs are determined by lower management and other employees while considering problems emanating from operations such as performance problems associated with individual workers and departments in question.

Buckley and Caple (2009) revealed that training can be initiated in response to two kinds of training needs namely; reactive needs and proactive needs. The former arises out of an immediate and urgent on-job production or productivity shortfall for which a behavioral cause has been identified and separated from other possible causes. By contrast, proactive training need may be associated with organization's corporate strategy and human resource plan. It is future oriented and may come into being for a number of reasons such as anticipated technical developments, the result of management development and personnel replacement action and policies. The second step in training process involves appropriate design of training programs and consists of setting of training objectives and thinking ahead on how training will be evaluated and transferred at the workplace. Training design is followed by delivery of training, which is usually an implementation stage that involves the selection and use of appropriate training methods. There are two broad categories of training methods (techniques) that organizations use to train and develop skills of their employees. These are on- the- job- training and off-the-job-training.

Adamu (2008) asserts that on-the-job training is designed to impart knowledge of job by working under an experienced worker. The trainer or the experienced worker teaches and advices the trainee on specific methods and techniques of doing the job. In some cases, the trainee is expected to learn by watching the master. The trainee is learning and at the same time working, although the trainee's output will not be much. The procedure is usually unsystematic and most times, it is by trial and error. Baum and Devine (2007) opine that it is better for the organizations to give their employees on the job training because it is cost effective and time saving. Besides, it helps their employees learn in a practical way.

Off-the job training on the other hand, is a process of acquiring skill and knowledge at a location different from the employee office. It includes group discussion, individual tutorials, lectures, reading, training courses and workshops (Kempton, 1995). It permits individuals to leave their primary place of work for a different location. Its advantage includes, the trainee's ability to concentrate, analyse past behaviours and reflect on what has been successful and what has not (Okanya, 2008). This kind of training offers an opportunity to impart knowledge and skills that can be learnt or practiced in a safe and conducive atmosphere.

Kempton (1995) opines that if training is conducted in an organized and systematic way it should be able to develop new attitudes and experiences that contribute to the success of the organization, improve employee morale which would translate to better performance and greater productivity and create a psychological climate which orients the activities of each employee towards achieving the goals of the organization.

Employee training and development is one of the most significant motivators used to help both individuals and organizations in achieving their short-term and long-term goals and objectives. Training and development not only enhance knowledge, skills, and attitudes, but it also offers several other benefits. The following are common benefits of employee training and development, according to Nassazi (2013). It increases employees' morale, confidence, and motivations, it lowers production costs because individuals are able to reduce waste, it promotes a sense of security which in turn reduces turnover and absenteeism, it increases employees' involvement in the change process by providing the competencies necessary to adjust to new and challenging situations, it opens the doors for recognition, higher pay, and promotion, it helps the organization in improving the availability and quality of its staff. It is noteworthy to remember that individuals become more productive (Bapna, Langer, Mehra, Gopal, & Gupta, 2013), because training and development programs improve individuals' skills and abilities. Even organizations offer tuition reimbursement for individuals to attend such programs (Jehanzeb & Bashir, 2013). In summary, there are several benefits that employee training and development programs offer to individuals and organizations, according to Jehanzeb and Bashir (2013): Individual Benefits: Training and development programs help individuals in learning the soft, functional, and technical skills necessary to perform their jobs.

They achieve higher level of job satisfaction, because they feel they are investing in their own future. They feel that their role within the organization has a real purpose. Since the individuals' loyalty tends to increase substantially, they invest more of their time and effort in achieving the bottom line for the organization. Individuals tend to proactively seek opportunities to acquire innovative skills, to experience diverse roles and responsibilities, and to look for additional personal and professional development. Such tendencies increase their confidence, self-esteem, and job gratification. Training and development enhances the overall performance of individuals.

Employee Productivity

Employee productivity as the capability to produce goods and services in order to achieve the goals of the organisation. Similarly, Iqbal, Ahmed, and Allen (2019) defined employee productivity in terms of impersonal trust therefore lack of trust between employees and employers can lower the productivity of employees, hindering the organisation's performance. Moreover, employees can be motivated by Maslow's hierarchy theory of needs through its lower level needs to higher-order needs entailing physiological needs, safety or security needs, social needs, self-esteem needs, and self-actualisation needs to be productive at the workplace. Apart from these, there are also various other factors influencing employee productivity, and the most important of them all is the work environment in which people work (Awan and Tahir, 2015; Serhan and Shammari, 2015).

The productivity of employees reflects the efficiency level indicating the time taken to perform a particular task. When the employees tend to be productive, they perform a particular task more efficiently and effectively within a given time frame, on the contrary it takes a longer time to perform a particular task costing money if they are unproductive at work. In another study by Adeinat and Kassim (2019) stated that service quality whether internal or external both are influenced by employee satisfaction, loyalty, and employee productivity. Employee productivity was found to be a mediating variable influencing the relationship between employee loyalty and satisfaction. Yu and Park (2006) measured employee productivity in terms of sales per employee and value-added by per employee in the organisation. In a nutshell, employee productivity is also significantly influenced by employee commitment, satisfaction (Adeina and Kassim, 2019), employee wellbeing which refers to timeliness and quality output to achieve goals and objectives. (Sharma et al., 2016), and engagement (Lee et al., 2017). The concept of employee productivity has been defined by various authors according to their study. Although there were various studies on productivity only those studies have been included which has depicted the association of employee productivity with different variables. The notion of employee productivity is not new in the field of management (Palmer and Dean, 1973) as it has become multidimensional in nature (Adeinat and Kassim, 2019). It has now been associated with various factors such as motivation, work-life balance, work environment, internet, service profit chain, compensation, etc. Nowadays, organisations are becoming more and more concerned on how to increase the productivity of employees (Burke and Hsieh, 2006; Yunus and Ernawati, 2017). Mainstream research revealed that the productivity of employees is associated with organisation performance, the higher the employee productivity the better will be the organisation's performance (Yunus andErnawati, 2017; Iqbal, Ahmed and Allen, 2019). Yunus and Ernawati (2017). Armed with this information, this paper would bridge the gap by discussing training and employee productivity in quoted foods and beverages manufacturing companies in South-South Nigeria. To this end, this study departs from previous studies through empirical investigation of the relationship between training and employee productivity in quoted foods and beverages manufacturing companies in South-South Nigeria.

Measures of Productivity

Timeliness

This measures the speed in the completion of tasks or provision of services. For example, in a manufacturing company; a time based indicator is the time frame used to produce a product or cycle time for a specific operation. Time is the most crucial resource to be considered in the performance of any activity. Time determines the imperativeness of any other resources in accomplishing organizational set out objectives and goals (Ugwulashi, 2011). It is an essential resource every manager needs to achieve the goals and objectives of an organization (Adeojo, 2012). Time, according to Nwaiwu (2000), is the interval between the beginning and the end of an operation. It is so delicate that it cannot be saved but can only be spent and once misused it can never be regained. According to the Oxford Advanced Learner's Dictionary time is defined as a period either long or short, during which you do something or something happens. Time is an immaterial resource, inelastic, scarce and erodes fast and once spent, cannot be won back, stored or recalled for use (Kalu, 2012). It is an essential resource; it's irrecoverable, limited and dynamic. Irrecoverable because every minute spent is gone forever, limited because only 24hours exist in a day and dynamic because it is never static (Adeojo, 2012). Managing time appropriately leads to achieving results easily with limited resources. Consequently, any productive system, whatever its structure, human, technology or financial support requires efficient and effective time management procedure. Consequently, Mullins (1999) refers time as one of the most valuable, but limited resources and it is important that administrators utilise time to the maximum advantage.

Maduagwu and Nwogu (2006) notes that, every activity is allocated some frames within which the activities are to be accomplished in educational institutions. Time is utilized to maintain facilities, delegate functions or even spend fiscal cash. Time management is also important for effective inspection and supervision in the academic workplace in bringing the much needed quality. Effective time process ensures unambiguous objectives, proactive planning, well defined priorities and actions; participatory and successful delegation of activities. Nevertheless, time is continuum and all activities or roles performance depend on it whether voluntary or involuntary in avoiding conflicts. According to Hisrich and Peters (2002) time is a unique quantity an entrepreneur (manager) cannot store it, rent it, and buy it. Everything requires it and it passes at the same rate for everyone. Time management involves investing time to determine what one wants out of his activities. Effective time management is the investment of time in such a way that optimal result is gotten from activities consuming a specific time quantity. Time management hinges on the principle that it is more important to do the right things than to do things right. The ability to choose between the important and the unimportant and be persistent on the correctly chosen sequence is the key determinant of effectiveness in time management.

Quantity Output

This indicator highlights the amount of items produced, or sold in comparison to the fixed standard i.e. the amount of items earmarked for production, processing and sale. Quantity of output measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs to achieve the organizational goals (Kalu, 2012). Quantity of output is defined as the real value or volume of the final goods and services produced in the organization or nation's economy. Industry output measures are likewise conditioned by industry classifications and output definitions, particularly as regards the distinction between gross and net output. The labor productivity ratios differ depending on whether the input is defined and measured in terms of employment, or man hours, or man hours weighted by relative average hourly earnings in the various occupations or industries.

Thus, output per manhour (unweighted) generally rises more than output per unit of labor input (weighted manhours) since there has been a relative shift of man hours to higher-paying jobs (Kalu, 2012). Output per unit of capital input will vary in movement depending on whether capital input is assumed to move proportionately with real capital stocks or whether capital stocks are adjusted for changes in rates of utilization

The standard definition of quantity of output is actually what is known as a partial factor measure of productivity, in the sense that it only considers a single input in the ratio. The formula then for partial-factor productivity would be the ratio of total output to a single input. Managers generally utilize partial productivity measures because the data is readily available. Also, since the total of multifactor measures provides an aggregate perspective, partial factor productivity measures are easier to relate to specific processes. Labor-based hours (generally, readily available information) is a frequently used input variable in the equation (Hisrich & Peters, 2002). When this is the case, it would seem that productivity could be increased by substituting machinery for labor. However, that may not necessarily be a wise decision. Labor-based measures do not include mechanization and automation in the input; thus when automation replaces labor, misinterpretation may occur. Other partial factor measure options could appear as output/labor, output/machine, output/capital, or output/energy. Terms applied to some other partial factor measures include capital productivity (using machine hours or dollars invested), energy productivity (using kilowatt hours), and materials productivity (using inventory dollars). A multifactor productivity measure utilizes more than a single factor, for example, both labor and capital. Hence, multifactor productivity is the ratio of total output to a subset of inputs: A subset of inputs might consist of only labor and materials or it could include capital.

Quality Service

Several indicators are used to measure the quality of a completed task. The ratio of work output repeated or rejected is an indicator. In a sales environment, a key indicator of quality salesmanship is the proportion of enquiries converted to sales. Service quality is known to be based on multiple dimensions; there is no general agreement as to the nature or content of the dimensions (Brady & Cronin, 2001). However, a review of the service quality literature to date explicitly shows that European scholars have made a great influence on the study of service quality dimensions. Lehtinen and Lehtinen (1982) defined service quality in terms of physical quality, interactive quality and corporate quality. Physical quality relates to the tangible aspects of the service. Interactive quality involves the interactive nature of services and refers to the two-way flow that occurs between the customer and the service provider, or the company representative, including both automated and animated interactions.

Corporate quality refers to the image attributed to a service provider by its current and potential customers, as well as other publics. Physical environment includes buildings, offices and interior design affects customer beliefs, attitudes and satisfaction (Zeithaml & Bitner, 2000), and provides an opportunity to tell the correct story about a given service. Matters such as how well one's dress up, articulates, writes, designs and presents proposals seems like no meaning because they are intangibles. As tangible input the service personnel, the organization and the marketers, represents the service in the customers' eye. The management of quality for service personnel includes such things as motivating, managing information, training, career planning and recruiting and retaining of right people. The success of an organization depends on how productive the organization is. More specifically, productivity is the measure of how specified resources are managed to accomplish timely objectives as stated in terms of quantity and quality. Productivity may also be defined as an index that measures output (goods and services) relative to the input (labor, materials, energy used to produce the output). Hence, there are two major ways to increase productivity: increase the numerator (output) or decrease the denominator (input). Of course, a similar effect would be seen if both input and output increased, but output increased faster than input; or if input and output decreased, but input decreased faster than output.

Grönroos (2000) defined services as a process consisting of series of more or less intangible activities that normally, but not necessarily always, take place in interaction between the customer and service employee and/or physical resources or goods and/or systems of the service provider, which are provided as solutions to customer problems. Broadly speaking, services include all economic activities whose outputs are not physical products or construction and are generally consumed at the time they are produced and provide added value in forms that are essentially intangible concerns of their first purchaser (Quinn, Baruch & Paquette, 1987). Furthermore, Kotler (1999) pointed out that a service is any activity or benefit that one party offers to another which is essentially intangible and does not result in the ownership of anything. Its product may or may not be tied to physical product. According to Kotler (1999), services have a number of unique characteristics that make them so different from other products that are already in the market. Some of the most commonly accepted characteristics are Intangible, Inseparable, Heterogeneity, Perishability and OwnerQuality is such an important issue that it is considered a really significant concept in our real life. It is regarded as a strategic organizational weapon and the pressing need of developing service organizations and upgrading their services necessitates the measuring of service quality.

METHODOLOGY

This study adopted the cross sectional survey research design. Cross-sectional surveys are studies aimed at determining the frequency or level of a particular attribute in a defined population at a particular point in time. The population of the study was one thousand nine hundred and sixteen (1,916) employees, with a sample size of (330) three hundred and thirty employees from the 14 quoted foods and beverages manufacturing companies in south-south Nigeria which was source from the human resource department in each company using Taro Yamen's formula to determine the sample size. Data were elicited through questionnaire administration. The Cronbach alpha reliability was used in assessing the reliability of the instrument adapted in the study. For the purpose of data presentation and analysis, tables frequencies, and simple percentage were used. Also, the Spearman Rank Order Correlation Coefficient technique was used to test the relationship and used also in testing the stated hypotheses with the use of statistical package for social science (SPSS Version 22) Software.

Table 1: Cronbach's Alphas of Study Variable

S/N	Variables	No. of items	Alpha (□)
1	Training	4	0.931
2	Timeliness	4	0.945
3	Quantity Output	4	0.959
4	Quality Service	4	0.973

Source: Research Data, 2024

From table 1, all variable measures exceeded the benchmark for reliability set for this study at 0.7.

DATA ANALYSIS

Descriptive Analysis

Descriptive analysis focuses on describing the basic feature of the data in a given study (Cooper & Schindler, 2013). In this section, descriptive analysis was used to summarize data regarding to training and employee productivity of quoted food and brevages manufacturing companies in South-South Nigeria.

Table 2: Descriptive Statistics on the Study Variables

Constructs	N	Mean	Std. Deviation
Training	287	8.8153	4.25877
Timeliness	287	14.0279	3.89180
Quantity Output	287	14.4530	3.66762
Quality Service	287	15.6899	3.56233
Valid N (listwise)	287		

Source: SPSS Output, 2024

Table 2 illustrates the distribution for the constructs of the study based on summaries obtained from their manifest properties. The distribution which is based on a 5 – point Likert scale format of 1 = strongly disagree, 2 = disagree, 3 = moderately agree, 4 = agree and 5 = strongly agree. The distributions for the variables demonstrate evident levels of agreement to the properties and manifestations of the constructs; where mean scores (x) are observed to range mostly between x = 3.0 – 4.0, it is evident that constructs such as training, timeliness, quantity output and quality service are substantial and well manifested realities within the context of the study.

Bivariate Analysis

The Bivariate analysis focuses on the strength and direction of relationship between variables and inferring the findings from the sample to the population (Bryman & Bell, 2015). The researcher undertook correlation analysis to establish the underlying relationship between the independent and the dependent variables using the spearman rank order correlation coefficient tool at 95% confidence interval. Specifically, the test of hypothesis covers H_{O1}, H_{O2} and H_{O3} which were stated in the null form. The correlation matrix relates to training and the measures of employee productivity (timeliness and quality output). These are as follows;

Table 3: Correlations Analysis on Training and the measures of Employee Productivity Correlations

			Training	Timeliness	Quantity of Output	Quality of Service
Spearman's rho	Training	Correlation Coefficient	1.000	.965**	.983**	.963**
		Sig. (2-tailed)	.	.000	.000	.000
		N	287	287	287	287
	Timeliness	Correlation Coefficient	.965**	1.000	.972**	.967**
		Sig. (2-tailed)	.000	.	.000	.000
		N	287	287	287	287
	Quantity of Output	Correlation Coefficient	.983**	.972**	1.000	.976**
		Sig. (2-tailed)	.000	.000	.	.000
		N	287	287	287	287
	Quality of Service	Correlation Coefficient	.963**	.967**	.976**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	287	287	287	287

**. Correlation is significant at the 0.01 level (2-tailed).
Source: SPSS Version 26.0 Result, 2024

Research Question 1: Does training affect timeliness of quoted foods and beverages manufacturing companies in South-South Nigeria?

Based on the data presented on table 3 where result of (*rho*) = 965**, indicates that there is substantial relationship between training and timeliness. Thus, training has a strong positive relationship with timeliness. That is to say that the more training transitivity applied in foods and beverages firms the more the employee timeliness becomes improve in the organizations.

Research Question 2: Does training affect quantity output of quoted foods and beverages manufacturing companies in South-South Nigeria?

Based on the data presented on table 3 where result of (*rho*) = 983**, indicates that training has a strong positive relationship with quantity output. That is to say, that the more the training programmers applied in foods and beverages firms the more employee level of quantity output becomes sustainable.

Research Question 3: Does training affect quality service of quoted foods and beverages manufacturing companies in South-South Nigeria?

Based on the data presented on table 3 where result of (*rho*) = 963**, indicates that training has a strong positive relationship with quality service. That is to say, that the more training programme applied in foods and beverages firms the more employee quality service becomes sustainable.

Test for hypothesis 1

$H_{o1;}$ There is no significant relationship between training and timeliness of quoted foods and beverages manufacturing companies in South-South Nigeria.

Table 3 showed the probability value (P-v=0.000 < 0.05%) level of significance on training and timeliness, hence from the decision rule, the null hypothesis is hereby rejected and restated that training has a significant relationship with timeliness. This implies that training if applied will have a significant influence on employee timeliness in service delivery in the food and beverages firms in South-south, Nigeria.

Test for hypothesis 2

$H_{o2;}$ There is no significant relationship between training and quantity output of quoted foods and beverages manufacturing companies in South-South Nigeria.

Table 3 showed the probability value (P-v=0.000 < 0.05%) level of significance on training and quantity output, hence from the decision rule, the null hypothesis hereby rejected and restated that training has a significant relationship with quantity output. This implies that training if applied will have a significant influence on employee level of quantity output in foods and beverages firms in South-south, Nigeria.

Test for hypothesis 3

$H_{o3;}$ There is no significant relationship between training and quality service of quoted foods and beverages manufacturing companies in South-South Nigeria.

Table 3 showed the probability value (P-v=0.000 < 0.05%) level of significance on training and quantity output, hence from the decision rule, the null hypothesis hereby rejected and restated that training has a significant relationship with quantity output. This implies that training if applied will have a significant influence on employee level of quantity output in foods and beverages firms in South-south, Nigeria.

DISCUSSION OF FINDINGS

Training and Employee Productivity of quoted foods and beverages manufacturing companies in South-South, Nigeria

The result between training and measures of employee productivity using Spearman's Rank-order Correlation Coefficients techniques showed that training has a strong positive and significant relationship with timeliness and quantity of output in the quoted foods and beverages manufacturing companies in South-South Nigeria. The findings of this study show that for organizations to see improvements in employee performance there is the need to develop training programs and ensure employees who are of course the most vital assets of an organization are consistently trained.

The findings also agreed with the findings of Onyango, and Wanyoike (2014) to assess the effect of training on the performance of staff in the public health institutions in Kenya with target population of doctors, clinical officers, nurses and subordinate staff serving in public health facilities within Siaya County. From the study it shows there is a strong positive relationship between training of employees and performance. In the same vein, the study is in line with the findings of Owen's (2006). The study found that training has a positive effect on commitment and turnover cognitions. Training employed by organization which seeks to improve employee asset, upsurge mutuality, enables the employee to identify with the organization, and helps to reduce alternative employment options will increase employee's commitment to the organization. The findings are in line with Nkemakolam (2020) study of training on employee performance: in Airtel Networks Limited, Abuja and determined that there was a relationship between the variables using inferential statistics like Chi Square. The findings of this study show that for organizations to see improvements in employee performance there is the need to develop training programs and ensure employees who are of course the most vital assets of an organization are consistently trained. Prasadi and Morais (2019) examine the impact of training and development on organizations performance: A study of managerial level employees in the Apparel Industry. The managerial level employees in a large apparel company in Sri Lanka were the targeted population for this study. Data was gathered and analyzed using a mixed-method approach. SPSS 21 and NVIVO 10 were used respectively, the quantitative and qualitative data that had been gathered had been examined. The analysis revealed positive relationship between the main variables of employee training and employee performance. The study has found a strong link between training and performance.

The findings corroborate with Nkomo, Wellington and Clinton (2018) carried out a study on the influences of mentoring functions on job satisfaction and organizational commitment of graduate employees in South Africa which indicated that career development and role modeling functions have a positive effect on the job satisfaction and organizational commitment of new entry employees. Saghir (2014) carried out a study on the effect of training on employee performance in supermarket industry research in Karachi, Pakistan. The research took 100 respondents as the sample size and used questionnaires to gather information. A descriptive methodology was used for the study. Data were gathered using a closed-ended, semi-structured questionnaire. To determine relationships between employee remuneration and employee turnover, Chi-squire was used. In order to establish the strength of the link, significant variables were included to the logistic regression model. The findings indicate a positive and significant association between training and employee performance in the supermarket within Pakistan. There is a research gap that exists in this study as the research was done in the supermarket industry. The researcher would thus want to explore if the same exists in the foods and beverages industry in Nigeria.

CONCLUSION AND RECOMMENDATIONS

The idea which necessitated this study was to provide an overview understanding and the empirical relationship between training and employee productivity in foods and beverages manufacturing companies in South-South, Nigeria. Findings from the analyses and test of research hypotheses revealed that training has a strong influence on employee productivity in the foods and beverages manufacturing companies in South-South, Nigeria. This is particularly because training was used in the study exerts positive influence on employee productivity in the foods and beverages manufacturing companies in South-South, Nigeria. Furthermore, in line with the three (3) research questions and hypotheses raised in this study in relation to its objectives, summarized the conclusions as follows: Training has a strong influence on employee productivity in foods and beverages manufacturing companies in South-South, Nigeria.

It is thus recommended that human resources managers in the organizations notably the food and beverages manufacturing industry should utilize on-the-job and off-the-job training programs to improve employee productivity in the organizations, and that orientation programmes should be improved and conducted in such a manner that progresses employee productivity as it is an opportunity to boost employee capabilities, add to their techniques, and improve their skills. Also, management should ensure to incorporate training programs in terms of knowledge development, competence building in the organization. This will greatly increase the employees' productivity level in the organization. Finally, the human resource departments should introduce soft skills training that focuses on developing essential soft skills like communication, teamwork and time management and to invest in leadership development programmes to mature future leaders in the organization.

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