

HUMAN RESOURCES MANAGEMENT PRACTICES AND PRODUCTIVITY IN
CHAMPION BREWERIES, UYO,
AKWA IBOM STATE

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Abstract

The study investigated the relationship between human resource management practices and productivity in Champion Breweries, Uyo, Akwa Ibom State. To achieve this aim, two specific objectives were stated, two research questions were asked and two null hypotheses were formulated to guide the study. The study adopted a descriptive survey design. The population of the study was 250 employees of Champion Breweries, Uyo were used for the study. The sample of the study comprises 250 employees. Due to the manageable size of the population, the census sampling technique was used for the study. An instrument titled "Human Resources Management and Productivity Questionnaire" (HRMAPQ) was used to collect data for the study. The instrument was validated by three research experts in University of Uyo, Uyo. The reliability of the instrument was determined using Cronbach Alpha Reliability Analysis and a reliability coefficient of 0.96 was obtained. Data collected for the study was analyzed using Pearson Product Moment Correlation (PPMC) analysis for the null hypotheses and Mean Statistics for the research questions. It was revealed that motivation and employees' appraisal have significant relationship with productivity in Champion Breweries, Uyo, Akwa Ibom State. Based on the findings, it is recommended among others that provision for welfare packages such as medical assistance, meal subsidies, etc. should be made for workers to motivate them for enhanced performances which will in turn increase the productivity of the organization.

Key words: Human Resources Management, Productivity

Introduction

Among the core resources of the business organization, the human resource is the most important of all because of its place in the organization. Benson (2014) opined that human resource is the human face of the factors of production. Since this resource is very crucial and vital for the survival of the business organization, it is quite pertinent that its vitality is matched with its management. Management according to Ayandele (2013) is the act of planning, directing, controlling and co-coordinating the activities of the business organization with the aim of the firm achieving its objectives. Obus (2010) sees management as the process of getting things done through the individuals. Human Resource Management (HRM) therefore is the process of planning, directing, controlling

and co-coordinating the human resources of the firm in order to achieve its optimum productivity.

As a part of the core management duties, human resource management deals specifically with planning, directing and organizing the affairs of the human resources in order to acquire maximum job satisfaction from both the firm and the personnel involved (Owotua, 2010). Brownson (2014) sees Human Resources Management (HRM) as a strategic and comprehensive approach to managing people and the workplace, culture and the environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the moving away from traditional personnel, administration and transactional roles which are increasingly outsourced. Human resources management (HRM) is usually implicated to affect organizational productivity. Croach, (2013), Bell (2014), Bright (2015) and Johnson (2016) all have findings that HRM affects productivity.

Productivity is the process of converting input to output (Bassey & Ido, 2017). Productivity can also be seen as the process of or rate in which input is converted to output. Therefore, for firms to be highly productive, its turnover must be very glaring (Benson, 2014). Organizational productivity to Akah (2013) is the efficiency in turning or converting inputs to outputs. For HRM to affect productivity, there are areas of HRM which when taken into consideration would help organizations to enhance productivity. These core areas are motivations, workers' ethics and values, attitude of the workers as well as recruitment and selection process of the organization.

One of the aspects of HRM that enhances optimum productivity is the level of motivation present in the firm. Maslow (1956) was one of the pioneer researchers in this area. He opined that for an individual to be fully motivated, such individual must have gone through various stages of the need pyramid beginning from the least being physiological needs. After the physiological needs are achieved, man moves to the psychological needs. Satisfying the physiological needs becomes a motivating factor to aspire to satisfy the affectionate needs before moving to the security needs. At the security needs the individual moves to the self-fulfilled stage, it is at this stage that the individual thinks of being motivated to do whatever he wants. Maslow (1956) opines that at each stage of the needs hierarchy, the individual get motivated to move to the next stage. Motivation in this regard is the spur to achieve a particular task.

Motivation to Anwange (2008) originates from "movese" which means to move, to act in a special way that is caused by another force. Motivation in this regard is the spur or force that enables an individual to act in a desirable manner. Motivation as a HRM function deals with paying the employees the entitlements which will in turn enable them to perform their jobs credibly well. Motivation as seen by Ido, Bassey and Akpan (2017) is the act pushing or spurring and individual to act in a manner that is desirable by the inducer. Therefore, in motivation, there is always a motivator, the motive and the person acting on caprices of the motivator. There is growing universal awareness that employees' motivation is a prerequisite for the survival of any organization, be it in the public or private sector of the economy. Thus, management is constantly confronted with the task of having to diagnose the various needs of the workers so as to mere them into the organizational needs.

A motivated and qualified workforce is crucial to increase productivity and the quality of the organizational services in order to achieve organizational objectives. The challenge and dilemma for many managers is how to create this type of motivation (Dieleman, 2006). Motivation is significant because even people with the required

knowledge, skills, and abilities will perform poorly if they are not motivated to devote their time and effort to work (Milapo, 2001).

An organization's success lies in a motivated workforce as highly motivated employees strive to produce at the highest possible level and exert greater effort than employees who are not motivated (Ikenyiri, & Ihua-Maduenyi, 2011). Employee's motivation, organizational performance, and profits are interconnected and cannot be separated (Daft & Marcic, 2007). The most talented and innovative employees are not solely motivated by financial rewards such as money, but seek satisfaction from their work.

Employees' appraisal is the process of evaluating the performance of teachers in service delivery. Conducting regular performance appraisal is an important work force development strategy for organizations such as Champion Breweries, Uyo. Given the challenges of working in the brewery, performance appraisals offer a valuable opportunity to recognize and reward employees' efforts and performance, detect key barriers and facilitation to work practice and identify professional development needs and opportunities.

Performance appraisal process according to Taylor (2003) offers employees the opportunity to receive structured, constructively framed feedback about their work and growth potential. Berman (2005) noted that appraisal and improvement are critical to developing and maintaining a strong capable workforce. Structured performance incorporates the institutions vision and mission into the overall evaluation of the employee. Scott and Finch (2005) contend that performance appraisal systems utilize standard assessment criteria, dimensional ratings, structured rating scales and explicit individual-peer appraisal. These components help to minimize subjective impressions and conscious or intentional biases. Sophisticated technologies for performance evaluations (for example on line ratings and development plans, 360 degree feedback) are well developed and increasingly common in both large and small institutions.

Turk and Roolah (2007) pointed out that appraisal of staff helps to fulfill the target and goals of an institution, gives an overview of the quality of services rendered, enables employees to have a better understanding of what is expected of them, rises motivation and disciplines and stimulates training and development. An effective performance appraisal acts as a reminder for the staff of what they are expected to do (accountability), identifies the staff areas of strengths and weaknesses and it encourages effective service delivery which leads to improved performance in the work place (Odhiambo, 2005).

Staff appraisal could be formal or informal. According to Cole (2000), informal appraisal is the continuous assessment of individual worker's performance by his superior or manager in normal course of work. Cole opined that this kind of assessment is of an adhoc nature and is as much determined by intuitive feeling rather than factual evidence of results. It is a natural by-product of the day-to-day relationship between managers and subordinates. Maicibi in Akampuria (2010) argued that informal appraisal is a system in which super-ordinates go into informal discussion with the subordinates with the good aim of assessing habits and qualities of the subordinates. Through this method the management of organizations can collect a lot of information that would be useful for the purpose of promotion, advancement, transfer, termination or layoffs or training and development of teachers.

Formal appraisal on the other hand is a system set up by the organization to regularly and systematically evaluate employees' performance. According to Cole (2005), formal appraisal involves assessment of an employee's performance in some systematic

and planned way. It serves to determine how well an employee is working and decides ways to improve performance. He therefore calls for an intermediate feedback in order to be more effective. Greenberg and Land (2000) maintained that the evaluator rates the teacher as meeting or not meeting division expectations. Greenberg further noted that formative appraisal involve the process of gathering performance data, analyzing it and using the results to improve performance. Often this data is gathered through structured and at times informal classroom observation. Summative appraisal is the process of using performance data to make formal written judgment about the quality of teaching using the criteria for teachers' performance established by the school.

Graham in Adejo and Sam (2012) enumerated the purposes of performance appraisals to include: helping a manager decide what increase of pay shall be given on ground of merits, determines the future use of an employee, for example, whether he shall remain in his present job or be transferred, promoted demoted or dismayed, indicate training needs, that is, area of performance where improvements would occur if appropriate training could be given and motivates the employee to do better in his present job by giving him knowledge of results recognition of his merits and the opportunity to discuss his work with his manager.

Staff appraisal help to harness the unique talent of individuals and coordinates their activities towards the achievement of the organization's objectives by efficient and effective means. If well structured, the process of appraisal ensures teachers' competence and conscience and is therefore an aid to professional development and accountability (Bardett, 2000).

Purpose of the study

The main purpose of the study is to determine the relationship between Human Resource Management and Productivity in Champion Breweries, Uyo Akwa Ibom State. Specifically, the study had the following objectives;

- i. To determine the extent to which motivation affects productivity in Champion Breweries Plc. Uyo Akwa Ibom State
- ii. To determine the extent to which employees' appraisal affects productivity in Champion Breweries Plc. Uyo Akwa Ibom State

Research Questions

The following are the research questions for the study;

- i. To what extent does motivation affects productivity in Champion Breweries Plc. Uyo, Akwa Ibom State?
- ii. To what extent does employees' appraisal affects productivity in Champion Breweries Plc. Uyo Akwa Ibom State?

Research Hypotheses

The study will test the following hypotheses at .05 level of significance;

- H01: There is no significant relationship between motivation and productivity in Champion Breweries Plc. Uyo Akwa Ibom State
- H02: There is no significant relationship between employees' appraisal and productivity in Champion Breweries Plc. Uyo Akwa Ibom State

Methodology

A descriptive survey design was used for the study. This design was considered suitable for the study because the variables under investigation were not manipulated in the process

of the study. This research design utilized instruments like questionnaire for the collection of data for the study.

The area covered by the investigation was Champions Breweries Nigeria PLC., Uyo. Champion Breweries PLC is a Nigerian brewing company located in Akwa Ibom State. The company is the producer of Champion Lager Beer and Champ Malta. Champion Breweries was established as a publicly funded commercial enterprise in 1974 and began manufacturing in 1976 with a capacity of 150,000 hectoliters of Champion Beer and 10,000 hectoliters of Champ Malta. At formation, the firm patronized a plastic manufacturing company to produce crates for holding the products instead of paper cartons, a precedent other beer producers later followed.

The population of the study consisted of 250 employees including top and junior staff. A sample size of 250 personnel was selected through a census sampling technique. The census sampling techniques was used because the population was manageable by the researchers since the population was small in size.

The researchers used a structured questionnaire titled "Human Resources Management and Productivity Questionnaire" (HRMAPQ) to collect data for the study. The Questionnaire adopted a 4-point likert scale of Very Great Extent (VGE), Great Extent (GE), Low Extent (LE) and Very Low Extent (VLE). The instrument was divided into two parts, Part A and B. Part A was designed to collect bio-Data of the respondents while part B deals with the questionnaire item proper and was sub-divided into sections according to the research objectives.

The content validity of the instrument was determined by three experts in Business Education Department, University of Uyo, Uyo who matched the variables of the instruments with the research questions in order to determine whether or not the instrument measured what they were designed to measure.

In order to test the reliability of the instrument, twenty (20) copies of the questionnaire were administered to respondents who were not part of the main study. The resulting data was subjected to Cronbach Alpha Reliability Analysis and a reliability coefficient of 0.96 was obtained. Based on this reliability coefficient, the instrument was then judged to be very reliable.

The researchers personally administered the questionnaire to the respondents at their place of work. The researchers were able to collect only 201 out of the 250 questionnaire sent out. The questionnaire was administered by face to face method. Here, questionnaires were filled by the respondents.

The Pearson Product Moment Correlation (r) was used to answer the research questions and analyze the null hypotheses while the Mean Statistics was used to answer research questions.

Data Presentation and Analysis

Research question one

To what extent does motivation affects productivity in Champion Breweries Plc. Uyo? The result is presented in table 1

Table 1: Mean response of the extent of effect of motivation on productivity (N=201)

S/N	ITEMS	X	Decision
1	Management provides medical services for workers	2.66	GE
2	Management provides medical services for workers	2.87	GE
3	The opinions of workers in planning of job schedules are usually respected	2.69	GE
4	Employees are allowed to take part in decision making	2.59	GE
5	Recreational facilities are provided for workers.	2.13	GE
Grand Means		2.59	GE

Table 1 shows that the mean score in the responses of the employees ranged from 2.13 to 2.87 with a grand mean of 2.59. These results show that there is a great extent of effect of motivation affects productivity in Champion Breweries Plc., Uyo. This implies that motivation positively affects productivity in Champion Breweries Plc., Uyo.

Research question two

To what extent does employees' appraisal affects productivity in Champion Breweries Plc. Uyo? The result is presented in table 1? The result is presented in table 2

Table 2: Mean response of the extent of effect of employees' appraisal on productivity (N=201)

S/N	ITEMS	X	Decision
6	management organize workers' forum to discuss ways of improving service delivery in the organization.	2.31	LE
7	Management communicates specific performance expectations of workers from time to time.	2.26	LE
8	Examinations are administered workers as bases for promotion.	3.40	GE
9	My departmental head recommends hard working employees for promotion.	3.06	GE
10	Management carries out routine check on teachers' credentials.	3.11	GE
Grand Means		2.83	GE

Table 2 shows that the mean score in the responses of the employees ranged from 2.26 to 3.40 with a grand mean of 2.83. Items 6 and 7 revealed low extent of effect while items 8-10 revealed great extent of effect. However, since the grand mean is 2.83, it therefore means that there is a great extent of effect is a great extent of effect of employees, appraisal affects productivity in Champion Breweries Plc., Uyo. This implies that employees' appraisal positively affects productivity in Champion Breweries Plc., Uyo.

Hypothesis one

There is no significant relationship between motivation and productivity in Champion Breweries PLC., Uyo. The independent variable is motivation while the dependent

variable is productivity. Pearson Product Moment Correlation (PPMC) was used to test this hypothesis. The result of the analysis is shown in Table 3.

Table 3: Pearson Product Moment Correlation Analysis of the relationship between motivation and productivity (N=201)

Variables	X Y	X ₂ Y ₂	XY	r-cal
Motivation	1337	16241	43048	.259*
Productivity	2734	151785		

Significant @ $p < .05$, $df = 199$

Table 3 presents summary of the relationship between motivation and productivity in Champion Breweries PLC., Uyo. The result shows that the calculated r-value of 0.89 is greater than the critical r-value of .195 at .05 level of significance and $df = 199$. Since the calculated r-value is greater than the critical r-value, the null hypothesis was rejected. This implies that there is significant relationship between motivation and motivation and productivity in Champion Breweries PLC., Uyo.

Hypothesis two

There is no significant relationship between employees' appraisal and productivity in Champion Breweries PLC., Uyo. The independent variable is employees' appraisal while the dependent variable is productivity. Pearson Product Moment Correlation (PPMC) was used to test this hypothesis. The result of the analysis is shown in Table 4.

Table 4: Pearson Product Moment Correlation Analysis of the relationship between employees' appraisal and productivity (N=201)

Variables	X Y	X ₂ Y ₂	XY	r-cal
Manpower planning	1223	14212	28013	.324*
Teachers' performance	2734	151785		

Significant @ $p < .05$, $df = 199$

Table 4 presents summary of the relationship between employees' appraisal and productivity in Champion Breweries PLC., Uyo. The result shows that the calculated r-value of 0.324 is greater than the critical r-value of .195 at .05 level of significance and $df = 199$. Since the calculated r-value is greater than the critical r-value, the null hypothesis was rejected. This implies that there is significant relationship between employees' appraisal and motivation and productivity in Champion Breweries PLC., Uyo.

Discussion of findings

Hypothesis one

Analysis of data in table 1 revealed that great extent of relationship exists between motivation and productivity in Champion Breweries PLC., Uyo. Result in table 3 also

revealed a significant relationship between motivation and productivity in Champion Breweries PLC., Uyo. This finding is in line with the views of that Ikenyiri, & Ihua-Maduenyi(2011) who noted that an organization's success lies in a motivated workforce as highly motivated employees strive to produce at the highest possible level and exert greater effort than employees who are not motivated. Also in consonance with this finding is the view the Dieleman, (2006) who maintained that a motivated and qualified workforce is crucial to increase productivity and the quality of the organizational services in order to achieve organizational objectives.

Hypothesis two

The result of second hypothesis revealed that there is a significant relationship between employees' appraisal and productivity in Champion Breweries PLC., Uyo. This finding is in line with the findings of Turk and Roolah (2007) who found that appraisal of staff helps to fulfill the target and goals of an institution, gives an overview of the quality of services rendered, enables employees to have a better understanding of what is expected of them, rises motivation and disciplines and stimulates training and development. In the same vein and in support of this finding, Odhiambo (2005) asserted that an effective performance appraisal acts as a reminder for the staff of what they are expected to do (accountability), identifies the staff areas of strengths and weaknesses and it encourages effective service delivery which leads to improved performance in the work place

Conclusion

Human Resource Management encourages the survival, growth and profitability of any organization. The findings of this research work conform with the views and findings in Related Literatures already reviewed in Chapter two of this work and this primarily depicts that effective human resource management is a sine qua non to actualization of industrial organizations productivity. In recognition of this human resource management, the World Bank is gradually reviewing unemployment issues in Africa by providing recruitment forum for young unemployed people where companies, public sector and private organization and multinational companies can select qualified candidates based on merit to enhance the productivity of their workforce. Some of these ideas will help not only champions breweries but also indeed government owned enterprises. Some of these measures include the reform of the industrial sector Human resource management board by the federal government through the national breweries cooperation (NBC) which is aimed at meeting with the set goals for the establishment of the champions breweries in the first place as far as staff welfare and productivity is concerned. In spite of these commendable and vigorous steps by the government to restructure the economy of the nation and enhance the development of industrial sector in the country, it is clear from this work, that the road to development of industrial organizations both public and private still requires inevitably more attention and commitment.

Recommendations

Based on the findings, some recommendations are made. The recommendations if properly adhered would be designed to enhance the management of Human Resources in Champions Breweries, Uyo, with a view to improving their productivity. These recommendations are:

1. Provision for welfare packages such as medical assistance, meal subsidies, etc. should be made for workers to motivate them for enhanced performances which will in turn increase the productivity of the organization.
2. Employees' appraisal should be carried out on regular basis and rewards in the form of promotion given out to most deserving teachers as a way of motivating them to work effectively.

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