



EFFECT OF TRAINING ON THE LOW COST OF FOOD, BEVERAGE AND TOBACCO MANUFACTURING FIRMS IN SOUTH EAST, NIGERIA.

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Abstract

The study was carried out to examine the effect of training on the low cost of food, beverage and tobacco manufacturing firm south east, Nigeria. The specific objective were to: examine the effect of workforce planning on the low price of food, beverage and tobacco manufacturing firm in south east, Nigeria, ascertain the effect of leadership development on gaining market share of food beverage and tobacco manufacturing firm in south east, Nigeria and access the effect of succession management on ensuring revenue boast of food beverage and tobacco manufacturing firm in south east, Nigeria. The human population of the Five (5) registered members of Food, beverage and tobacco manufacturing firms in North-Central, Nigeria. The population for the study includes nine thousand, three hundred and thirteen staff (9313) of staff. The study used the survey approach. There was administration of questionnaire to the management and staff of the manufacturing firms. Out of a population of 4217 staff, the sample size of 352 was chosen after applying the Freund and William's formula for the determination of adequate sample size. Out of staff sample 311staff returned the questionnaire and accurately filled. That gave 88 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.83 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-statistic tool. Findings revealed that workforce planning had positive effect on the low price of food, beverage and tobacco manufacturing firm in the south east, Nigeria $Z(95, n = 352) = 4.476, p > 0.05$, leadership development has positive effect on gaining market share of food, beverage and tobacco manufacturing firm in the south east, Nigeria $Z(95, n = 352) = 4.647, p > 0.05$ and succession management has position effect on ensuring revenue boast of food, beverage and tobacco manufacturing firm in the South East, Nigeria $Z(95, n = 352) = 4.673, p > 0.05$. It was concluded that workforce planning, leadership development, succession management had position effect on low cost of food, beverage and tobacco manufacturing firm in the South East, Nigeria. Based on the findings of the study, it was recommended among others that organizations should ensure the right people and right skills are employed at the right time as this would helps to determine HR needs in the future and firms



should introduce succession planning as a matter of deliberate policy and build it into their strategic plan in line with current and projected business objectives and long-term goals.

Keywords: Training, low cost, Leadership development, succession management, workforce planning

1.1 Introduction

Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization. Training as is the organized procedure by which people learn knowledge and or skill for a definite purpose (Smriti, 2020). Companies can reap the rewards of providing training for their employees because well-trained workers help increase productivity and profits. Investing in employee training should improve worker retention rates, customer satisfaction and creativity for new product ideas.

Effective training saves labor by reducing time spent on problem-solving and saves money in the long run by producing a better workforce. Investment in training can improve a company's financial standing. Poor performance often results when employees don't know exactly what they're supposed to do, how to do their jobs or why they need to work a certain way. Training can help solve these performance problems by explaining the details of the job. This should reduce duplication of effort in the workplace; the time spent correcting mistakes and the problem solving necessary to correct bad performances. Improved performance from employee training can reduce staff turnover, lower maintenance costs by reducing equipment breakdowns and result in fewer customer complaints. Better performance from employees typically creates less need for supervision and brings increased worker output. Training plays a key role in employee commitment, too (Jerry, 2019). Keeping well-trained employees pays off significantly for companies because the cost of employee turnover can be high. Costs include separation costs, such as exit interviews, administrative functions related to termination, severance pay and unemployment compensation (Michelle, 2018).



1.2 Statement of the Problem

Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Employees are major assets of any organization. The active role they play towards a company's success cannot be underestimated. Technological innovations taking place everyday renders today's skills and methods ineffective for tomorrow's activities. As a result, equipping these unique assets through effective training becomes imperative in order to maximize the job performance. Also position them to take on the challenges of the today's competitive business climate.

Unfortunately, training of staff has posed a lot of challenges in the organization. There are no plans for workforce training or enhancement of skills, unskilled workers, poor plan for succession. The level of training and development in Nigeria is very poor and employers are not ready to adequately train their employees. Even the big organizations and multinationals do not invest enough to train the people who work for them. But it is worse with the manufacturing firms because many of them claim that they do not have enough money to train their employees. They are concerned about making money and increasing revenues. They always consider training as the last thing they should think about.

Lack of effective training has led to poor market share, low revenue boast, poor pricing and quality of products produced cannot be ignored by an organization that aspires to increase its productivity. Any organization that lays little or no emphasis on training is encouraging the obsolescence of employees, encouraging inflexibility in the organization and appears not to recognize the changing environment in which it operates. Based on this, the study examines the effect of training on the low cost of food, beverage and tobacco manufacturing firms in South East, Nigeria.

1.3 Objectives of the Study

The main objective of the study was to examine the effect of training on the low cost of food, beverage and tobacco manufacturing firm south east, Nigeria. The specific objective were to:

- i. Examine the effect of workforce planning on the low price of food, beverage and tobacco manufacturing firm in south east, Nigeria.
- ii. Ascertain the effect of leadership development on gaining market share of food beverage and tobacco manufacturing firm in south east, Nigeria.
- iii. Access the effect of succession management on ensuring revenue boast of food beverage and tobacco manufacturing firm in south east, Nigeria.



1.4 Research questions

The following research questions guided the study:

- i. What is the effect of work force planning on the low price of food, beverage and tobacco manufacturing firm in south east, Nigeria?
- ii. What is the effect of leadership development on gaining market share of food, beverage and tobacco manufacturing firm in the south east, Nigeria?
- iii. What is the effect of succession management on ensuring revenue boast of food, beverage, tobacco manufacturing firm in south east Nigeria?

1.5 Statement of the Hypotheses

The following alternate hypotheses guided the study:

- i Workforce planning has positive effect on the low price of food, beverage and tobacco manufacturing firm in the south east, Nigeria.
- ii Leadership development has positive effect on gaining market share of food, beverage and tobacco manufacturing firm in the south east, Nigeria.
- iii. Succession management has position effect on ensuring revenue boast of food, beverage and tobacco manufacturing firm in the South East, Nigeria.

2.0 Review of Related Literature

2.1 Conceptual Framework

2.1.1 Training

Training refers to the teaching and learning activities carried on for the primary purpose of helping members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job and organization. Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. defines training as ‘the organized procedure by which people learn knowledge and/or skill for a definite purpose (Smriti,2020).



2.1.2 Low Cost

Low cost is a type of pricing method where a business sets a comparatively low price in order to enhance the demand for its product among consumers, as well as its competitive position in the market. A low cost pricing strategy is an alternative marketing approach that a business can use as an alternative to differentiation and focus pricing strategies, and it tends to be most successful when the product is fairly generic and high volume production is possible. Also called a low price strategy (Business Dictionary, 2019). This strategy helps to stimulate the demand & gain higher market share. The firm can gain cost advantages by increasing their efficiency, taking advantage of economies of scale, or by getting the raw material at low cost. For a firm to be cost leader the following internal strengths are required: Access to capital to make significant investments, efficiency in Production system and expertise to improve the manufacturing process (LCS, n.d).

2.1.3 Workforce Planning

Workforce planning refers to the process of ensuring an organization has current and future access to the human capital it needs to perform effectively. Workplace planning involves identifying current and future personnel needs and exploring the most appropriate and cost-effective methods to recruit and retain these individuals. There is also an element of continual analysis of workforce effectiveness and implementing the necessary measures, such as learning and development initiatives, to ensure the workforce remains efficient. Strategic workforce planning is workforce planning that is aligned to the organization's overall business objectives and the long-term vision. In this regard strategic workforce planning may place importance on succession planning as a measure to ensure the necessary skills and knowledge are always present in senior members of staff (Culture, 2020). Workforce Planning is the process of analyzing, forecasting, and planning workforce supply and demand, assessing gaps, and determining target talent management interventions to ensure that an organization has the right people - with the right skills in the right places at the right time - to fulfill its mandate and strategic objectives (NIH, 2020).

2.1.4 Leadership Development

Leadership development expands the capacity of individuals to perform in leadership roles within organizations. Leadership roles are those that facilitate execution of a company's strategy through building alignment, winning mindshare and growing the capabilities of others. Leadership roles may be formal, with the corresponding authority to make decisions and take responsibility, or they may be informal roles with little official authority (e.g., a member of a team who influences team engagement, purpose and direction; a lateral peer who must listen and negotiate through influence). Leadership development is the process of creating



an environment that places a priority on learning the skills and knowledge that grows the organization on all areas(Bassi,2004).

2.1.5 Gain market share

Gaining market share is an aggressive strategy business owners use to strengthen their organizations while weakening competitors. Securing more customers for yourself means increasing revenues for your company and decreasing revenues for others. Market share is the percent of total sales in an industry generated by a particular company. Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company in relation to its market and its competitors. A company's market share is its portion of total sales in relation to the market or industry in which it operates. To calculate a company's market share, first determine a period you want to examine. It can be a fiscal quarter, year or multiple years (Adams, 2019). Market share is a firm's percentage of an industry's total sales. It is calculated as the product of the firm's sales over the industry's sales during a specified period. In other words, it's the amount of sales a company gets compared with its industry as a whole. Market Share can be divided by industry, product category, or even specific product. The market share indicates how a firm performs relative to its competitors. Usually, a higher market share implies that a firm realizes higher sales than its competitors because it successfully expands its customer base. Sometimes there are simply barriers to entry in the industry that allows a firm to control a high percentage of the industry. This often leads to a monopolistic structure. Companies try to gain sales and beat their competition in many different ways. Some try to increase their economies of scale (a greater output at a lower average cost) in an effort to provide lower cost products to consumers while others try to increase brand recognition and consumer loyalty.

2.1.6 Succession Management

Succession management is the process of ensuring that pools of skilled employees are trained and available to meet the strategic objectives of the organization. It is a tool to identify employees who have the potential to assume key positions in an organization and to prepare them for the future. Identify replacement needs for targeting necessary training, employee education and employee development. Increase the talent pool of promotable employees and provide increased opportunities for high-potential workers. Ensure continuity in leadership by developing the next generation of leaders. Importance of Succession Management: It improves employee's ability to respond to changing environmental demands. Effective succession encourages the advancement of diverse groups (Robiul, 2016). Succession Management includes both position-based succession management and high potential individual-focused talent management. Succession Management uses a single flexible competency hierarchy, which



utilizes industry-leading and/or customer-defined competency models to support all talent management processes.

2.1.7 Ensuring Revenue Boast

Revenue is a measure of how much raw income a company is bringing in from sales of its products and services. A company that sees its revenue rise every year signals that a company is selling more of its products and services which can help it grow. Falling revenues each year signal that a company is faltering or shrinking. Generally, the more revenue a company brings in the more money a company has to work with to pay expenses and make a profit. For many small companies, a double or triple digit revenue increase within a few weeks is likely the result of either a new product launch or a big endorsement from a popular figure. But, increasing revenue also can be the result of changes a company makes. To ensure revenue boast, companies aligning pricing with customer success doubles revenue(Neil,2020).

2.2 Theoretical Framework

2.2.1 Theory of Social Learning

Social theory of learning presents a new view of learning i.e. social. According to the presenter of this theory, Albert Bandura, direct reinforcement cannot address all types of learning. Here by direct enforcement means the training and development programs that is organized to enhance the skills. According to this theory such programs are not address all learning types as there are some social elements which cannot be taught. Those elements are learned by the leaner from his/her surroundings. Such type of learning is called observational learning and this learning is associated with the understanding of different human behaviors. The first type of learning defined in this theory is through observation. In an organization the environment and the surroundings plays a very important role. The environment should be very professional and the surroundings should be in such a way that the people (employees) learn from them. This theory also suggests that it is not necessary that the behavior is changed after learning something. It is expected that a person's behavior changes after learning something, but it is not in all cases. Furthermore the theory also explains about the mental states which play a vital role in learning process. If the mental status of the person is negative regarding any learning activity then he will not take part in that learning process and even if he is forced to do so, he will not gain any positivity from that process. In organizational training programs the mental state can be made positive regarding the training and development programs by associating the rewards and benefits with such programs which will motivate the employees and help to build a positive mental state. The case company also follow this theory as it allows the employees to learn from the surrounding and provides an environment where they can learn from their supervisors/managers and coworkers.



2.3 Empirical Review

Afzal, Mahmood, Mohsin, Sherazi, & Hassan, (2013) examined the effect of Human Resource Planning on Organizational Performance of Telecom Sector in United Kingdom. Human resource planning is one of the growing areas of academic research. Organizations regard its human resource as their core competency because it would lead towards better organizational performance. Objective of the research was to determine key determinants of formal human resource planning that contributes towards performance in the telecom sector. The data collected from top managers, middle level managers and the first line HR managers of 50 offices including head offices and regional offices of 160 questionnaires including some interview and open ended questions based on the measures of performance and Human Resource Planning. The results from the factor analysis on HRP measures selection, training, and incentives and the organizational performance measures which are job satisfaction, efficiency, employee motivation and technology constitutes significant and a positive relationship with other. As modern HR practices are implemented in telecom sector and companies would spend more on Human Resources, it would lead towards High performance achievement.

Amir and Amen (2014) conducted a study on the effect of training on employee performance, Peshawar, Pakistan. The employee is a bloodstream of any business. The study shows that top management in form of a checklist, appropriate for all businesses, to assess employee performance and to find out the true cause(s) of the performance problem so the problem could be solved in time through the desired training program. The study concludes that training effectiveness contributes to enhancing employee performance and ultimately. The study recommends that by applying a different level of analysis on exploring the impact of training practices on employee performance.

Rida and Faiza, (2015) evaluated the impact of training on employee performance (banking sector Karachi). The purpose of the study was to determine the factors that impact training in banks of Karachi and how they affect employee performance. The study conclusively found that training affects the performance of employees in banks of Karachi. The study uses regression and correlation techniques. The findings of the research have shown that the factors of training have a positive impact on the employee performance of banks of Karachi. The study concludes that the training framework was designed to achieve organization strategic goals. The study recommends that there should be effective training in the organization to improve employee productivity.

Abeba, Mesele and Lemessa (2015) conducted a study on the impact of training and development on employee performance and effectiveness: A case study of district five administration office, Bole Sub-City, Addis Ababa, Ethiopia. The study showed that training and



development have a positive correlation on the outputs of employee's performance and effectiveness. The study concludes that it needs to improve the systematic identification of the training need and skill deficit of employees, monitor and evaluate with objective tools or criteria so as the program helps to maximize the impact of training and development activities in the administration office. The study recommends that employee training and development activity shall be based on a systematically identified knowledge and skill deficit so as it maximizes the effort of both the employee and the organization.

Albert (2015) conducted a study on the relationship between product quality and customer satisfaction, Walden University. The objectives of the study were to examine and evaluate the relationship between product quality and customer satisfaction, using product cost and product safety as mediators. The study adopted Simple Linear Regression. The study shows that that product recalls, car repairs, injuries, and deaths were due to unsafe product designs or inferior product quality. The study concludes that safety products are tantamount to the objectives for saving human lives that maximize corporate social responsibility. The study recommends that negative customer satisfaction and decreased customer loyalty continued to emerge. The reason is consumers compare the product quality, product cost, and product safety features associated with competitive product offerings.

Onyango and Wanyoike (2015) conducted a study on the effects of training on employee performance: A survey of health workers in Siaya County, Kenya. The objective of the study was to assess the effect of the training on the performance of staff in the public health institutions in Kenya. The study adopted a survey research design. The study results show that there is a strong positive relationship between training and development of employees and performance. The study concluded that constituent of monetary reward schemes is based on grading systems that the employer sets relative to either the education level or the experience of the employees. The study recommended that non-monetary incentives have the potential to affect the motivation of public employees positively if the necessary circumstances are met.

Mbah, (2015) carried out a study to evaluate the relationship between employees training and development and employees level of productivity in Nigerian manufacturing firm. Specifically the study aimed at the following objective: To ascertain the relationship between frequency of training and cost of employee development in Nigerian manufacturing firm; To assess the extent effect of learning on employee's level of productivity in Nigerian manufacturing firm. The study had a population of 1400 employees drawn from three manufacturing firms in Enugu State. The sample size of 284 was drawn using Freud and Williams' formula at 5 percent error margin. A survey design was adopted for the study. Instrument used for data collection was the questionnaire. A total of 284 copies of questionnaire were distributed while 246 were returned. Five hypotheses were tested using Chi-Square, and Z-test, with aid of Statistical Package for Social Science (SPSS). The findings indicate that there was positive impact of frequency of



training and cost of employee development, and also learning affects level of productivity positively in an organization to a large extent. The study concludes that training and development would provide opportunities to the employees to make a better career life and get better position in organization. In doing so, organizations efficiency would be increased. The study recommends that training and development of employees should be done from time to time in order to educate the staffs of the organization on how they could response to today's dynamic work environment, management of organization should be such that it can enhance the productivity of employees and by increasing profitability of the organization through the implementation of knowledge management.

Ojokuku and Sajuyigbe (2015) carried out a study on the effect of human capital development on the performance of small and medium scale enterprises in Nigeria. The findings showed that human capital development variables have significant effect on SMEs performance. The coefficient of correlation (R) = 0.921; the coefficient of determination (R^2) = 0.849; and the standard error estimate of 0.31254, indicated that 84.9% of the sampled SME's performance can be associated with the promotion of on-the-job training; level of formal education; level of participation in seminars, conferences and workshops, and level of participation in trade fairs and exhibitions, as strategies of human capital development for the SMEs' employees. The study therefore recommended that SME operators should actively promote participation in seminars, trade fairs, workshops and exhibitions in order to acquire current knowledge that will positively impact on the performance of the SMEs and enhance their capacity for growth and survival.

3.0 Methodology

The study was based on the effect of Training on the low-cost of Food, beverage and tobacco manufacturing firms in South-East, Nigeria. The human population of the Five (5) registered members of Food, beverage and tobacco manufacturing firms in North-Central, Nigeria. The organizations were: NASCO Foods Ltd, Grand Cereals Ltd, Nigeria Associated Best Foods, Integrated Dairies Ltd and Nigeria Breweries. The population for the study includes nine thousand, three hundred and thirteen staff (9313) of staff. These firms were purposely selected because they were certified by National Agency for Food and Drug Administration and Control (NAFDAC), Standard Organization of Nigeria (SON), and Consumer Protection Council (CPC). They also have high strength and operate on high ethical standards. The study covered period of (2013-2020). The study used the survey approach. There was administration of questionnaire to the management and staff of the manufacturing firms. Out of a population of 4217 staff, the sample size of 352 was chosen after applying the Freund and William's formula for the determination of adequate sample size. Out of staff sample 311 staff returned the questionnaire and accurately filled. That gave 88 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson

correlation coefficient (r). It gave a reliability co-efficient of 0.83 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-statistic tool.

4.0 Data Presentation Analysis

4.1 Likert Scale Analyses

Research question one. What is effect of workforce planning on the low price of food, beverage and tobacco manufacturing firm in south east, Nigeria?

Table 4.1: Responses to research question one: The effect of workforce planning on the low price of food, beverage and tobacco manufacturing firm in south east, Nigeria.

		5	4	3	2	1	ΣF	-	SD	Decisio
		SA	A	N	DA	SD	X	X		n
1	My organisation involving planning in proactively planning ahead to avoid talent surpluses or shortages has reduced costs.	645	260	51	78	61	109			Agre
		129	65	17	39	61	531	3.5	1.58	e
		41.5	20.9	5.5	12.5	19.6	1	2	6	
							100			
2	The employing of the people with right skills has reduced our price in my organisation.	645	260	51	78	61	106			Agre
		129	65	17	39	61	5	3.5	1.58	e
		41.5	20.9	5.5	12.5	19.6	311	2	6	
							100			
3	The placement of the employee in the right place has improved cost effectiveness in my organisation.	390	372	51	78	84	975			Agre
		78	93	17	39	84	311	3.1	1.58	e
		25.1	29.9	5.5	12.5	27.0	100	4	0	
4	The positioning of the employee at the right time attested to the low price of our product	710	116	51	78	84	103			Agre
		142	29	17	39	84	9	3.3	1.73	e
		45.7	9.3	5.5	12.5	27.0	311	4	8	
							100			
5	My manager does not wait and then attempt to current issues or events and this has helped us in our price reduced.	330	484	51	78	68	101			Agre
		66	121	17	39	68	131	3.2	1.47	e
		21.2	38.9	5.5	12.5	21.9	1	5	7	
							100			
Total grand mean and standard deviation								3.354	1.593	

Source: Field Survey, 2020



From the table, Myorganisation involving planning in proactively planning ahead to avoid talent surpluses or shortages has reduced costs with mean score of 3.52 and standard deviation of 1.586. The employing of the people with right skills has reduced our price in my organisation with mean score of 3.52 and standard deviation of 1.586. The placement of the employee in the right place has improved cost effectiveness in my organisation with mean score of 3.14 and standard deviation of 1.580. The positioning of the employee at the right time attested to the low price of our product with mean score of 3.34 and 1.738. My manager does not wait and then attempt to current issues or events and this has helped us in our price reduced with a mean score of 3.25 and standard deviation of 1.477.

Research Question Two. What is the effect of leadership development on gain market share of food beverage and tobacco manufacturing firm in south east, Nigeria?

Table 4.2: Responses to research question two on the effect of leadership development on gaining market share of food beverage and tobacco manufacturing firm in south east, Nigeria.

		5	4	3	2	1	$\sum F$	-	SD	Decisio
		SA	A	N	DA	SD	X	X		n
6	The effectiveness of my managers to communicate with employer has increased the number of our buyers.	335	380	51	152	56	974			Agre
		67	95	17	76	56	311	3.1	1.45	e
		21.5	30.5	5.5	24.4	18.0	100	3	6	
7	My organisation has leadership activities that make them become better leaders in my organisation.	385	340	51	152	56	984			Agre
		77	85	17	76	56	311	3.1	1.48	e
		24.8	27.3	5.5	24.4	18.0	100	6	6	
8	My organisation use to refine old skills to run our team which enhanced our volume of sales.	300	404	51	152	57	964			Agre
		60	101	17	76	57	311	3.1	1.43	e
		19.3	32.5	5.5	24.4	18.3	100	0	9	
9	The various motivation methods of our management increased our earnings.	255	488	51	120	61	975			Agre
		51	122	17	60	61	311	3.1	1.41	e
		16.4	39.2	5.5	19.3	19.6	100	4	9	
10	The coaching style of our managers improved our selling strategy in my organisation.	320	392	51	120	72	955			Agre
		64	98	17	60	72	311	3.0	1.50	e
		20.6	31.5	5.5	19.3	23.2	100	7	3	
Total grand mean and standard deviation								3.12	1.461	

Source: Field Survey, 2020



The table displayed results showing that the effectiveness of my managers to communicate with employer has increased the number of our buyers with mean score of 3.13 from the respondents and standard deviation of .1.456. My organisation has leadership activities that make them become better leaders in my organisation with 3.16 agrees of mean score and standard deviation of 1.486. My organisation use to refine old skills to run our team which enhanced our volume of sales with 3.10 mean score and 1.439 standard deviation. 3.14 agree mean average supports that the various motivation methods of our management increased our earnings with standard deviation of 1.419. The coaching style of our managers improved our selling strategy in my organisation with mean score of 3.07 and standard deviation of 1.503.

Research Question Three. What is the effect of succession management on ensuring revenue boost of food beverage and tobacco manufacturing firm in south east, Nigeria?

Table 4.2: Responses to Research Question Three: on the effect of succession management on ensuring revenue boost of food beverage and tobacco manufacturing firm in south east, Nigeria.

		5 SA	4 A	3 N	2 DA	1 SD	ΣF X	- X	SD	Decisio n
11	My organisation identifies key positions for which a succession plan is necessary which has increased our gross margin	595 119 38.3	216 54 17.4	51 17 5.5	120 60 19.3	61 61 19.6	104 331 100	3.3 5	1.60 2	Agree
12	The identifying job requirements and doing the needful has enhanced our income.	300 60 19.3	452 113 36.3	51 17 5.5	120 60 19.3	61 61 19.6	984 311 100	3.1 6	1.44 7	Agree
13	Effective building of competencies have increased the profit of the organization	290 58 18.6	508 127 40.8	51 17 5.5	120 60 19.3	49 49 15.8	101 8 311 100	3.2 7	1.38 2	Agree
14	The assessing progress of my organisation has impacted on our dividend positively	675 135 43.4	260 65 20.9	51 17 5.5	104 52 16.7	42 42 13.5	113 2 311 100	3.6 4	1.50 0	Agree
15	My organization makes sure that managers or supervisors should hold a good deal of knowledge about process in cease of effective leave.	705 141 45.3	240 60 19.3	51 17 5.5	102 51 16.4	42 42 13.5	114 0 311 100	3.6 7	1.50 8	Agree
Total grand mean and standard deviation								3.418	1.488	



Source: Field Survey, 2020

From the table, it was revealed that My organisation identifies key positions for which a succession plan is necessary which has increased our gross margin with mean score of 3.35 from the respondents and standard deviation of 1.602. The identifying job requirements and doing the needful has enhanced our income with 3.16 agree of mean score and standard deviation of 1.447. Effective building of competencies have increased the profit of the organisation with 3.27 mean score and 1.382 standard deviation. 3.64 agree mean average supports that assessing progress of my organisation has impacted on our dividend positively with standard deviation of 1.500. My organization makes sure that managers or supervisors should hold a good deal of knowledge about process in case of effective leave with mean score of 3.67 and standard deviation of 1.508.

4.2 Test of Hypotheses

4.2.1 Hypothesis One: Workforce planning has positive effect on the low price of food, beverage and tobacco manufacturing firm in the south east, Nigeria.

Table 4.2.1.1: Z – test on Workforce planning has positive effect on the low price of food, beverage and tobacco manufacturing firm in the south east, Nigeria.

		Workforce planning has positive effect on the low price of food, beverage and tobacco manufacturing firm in the south east, Nigeria.
N		3111
Normal Parameters	Mean	3.12
	Std Deviation	1.461
Most Extreme	Absolute	.254
Most Extreme	Positive	.196
Differences	Negative	-.2534
Kolmogorov-Smirnon Z		4.476
Asymp. Sig.(2-tailed)		.000

a. Test distribution is Normal

b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 4.476 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed.

This affirms the assertion of the most of the respondents thatworkforce planning has positive effect on the low price of food, beverage and tobacco manufacturing firm in the south east, Nigeria.

Decision

Furthermore, comparing the calculated Z- value of 4.476 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states thatworkforce planning has positive effect on the low price of food, beverage and tobacco manufacturing firm in the south east, Nigeria.

4.2.2 Hypothesis Two: Leadership development has positive effect on gaining market share of food, beverage and tobacco manufacturing firm in the south east, Nigeria.

Table 4.2.2.1: Z – test on Leadership development has positive effect on gaining market share of food, beverage and tobacco manufacturing firm in the south east, Nigeria

		Leadership development has positive effect on gaining market share of food, beverage and tobacco manufacturing firm in the south east, Nigeria
N		3111
Normal Parameters	Mean	3.418
	Std Deviation	1.489
Most Extreme	Absolute	.264
Most Extreme	Positive	.182
Differences	Negative	-.264
Kolmogorov-Smirnon Z		4.647
Asymp. Sig.(2-tailed)		.000
a. Test distribution is Normal		
b. Calculated from data		



Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e. $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 4.647 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed.

This affirms that the assertion of the most of the respondents that leadership development has positive effect on gaining market share of food, beverage and tobacco manufacturing firm in the south east, Nigeria

Decision

Furthermore, comparing the calculated Z- value of 4.647 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that leadership development has positive effect on gaining market share of food, beverage and tobacco manufacturing firm in the south east, Nigeria

4.2.3 Hypothesis Three: Succession management has position effect on ensuring revenue boast of food, beverage and tobacco manufacturing firm in the South East, Nigeria.

Table 4.3.3.1.: Z – test on positioning for Succession management has position effect on ensuring revenue boast of food, beverage and tobacco manufacturing firm in the South East, Nigeria.

		Succession management has position effect on ensuring revenue boast of food, beverage and tobacco manufacturing firm in the South East, Nigeria.
N		3111
Normal Parameters	Mean	3.354
	Std Deviation	1.593
Most Extreme	Absolute	.265
Most Extreme	Positive	.174
Differences	Negative	-.265
Kolmogorov-Smirnon Z		4.673
Asymp. Sig.(2-tailed)		.000



- a. Test distribution is Normal
- b. Calculated from data

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e. $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value of 4.673 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed.

This affirms that the assertion of the most of the respondents that succession management has position effect on ensuring revenue boost of food, beverage and tobacco manufacturing firm in the South East, Nigeria.

Decision

Furthermore, comparing the calculated Z- value of 4.673 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that succession management has position effect on ensuring revenue boost of food, beverage and tobacco manufacturing firm in the South East, Nigeria.

4.3 Discussion of Findings

From the result hypothesis one, comparing the calculated Z- value of 4.476 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Therefore, workforce planning has positive effect on the low price of food, beverage and tobacco manufacturing firm in the south east, Nigeria. In support of the hypothesis, Greg, (2019) asserts that in workforce planning, firms will have the intelligence to predict the skills and employees they'll need in the future and define plans to balance business demand and the supply of key talent over time. Successful Strategic Workforce Planning can have significant positive effects on your business. Workforce planning, firms can establish key metric benchmarks that will inform executives about workforce issues and equip them with tools and training in order to identify talent risk before it impacts business objectives.

From the result hypothesis two, comparing the calculated Z- value of 4.647 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that leadership development has positive effect on gaining market share of food, beverage and tobacco manufacturing firm in the south east, Nigeria. In line with the hypothesis, the right type of good leadership is necessary for any



successful business, regardless of its size or industry. Companies can only make progress if good leadership is in place that enables them to move forward. When the leader of a company does not have the required skills, he or she will not be able to effectively motivate their employees or customers. Thus, restricting the business from attracting new opportunities. The Market performance adopted by the leader indicate how the organisation has been positioned in such a manner that the key information associated with the customer, competitors, industry influencers, distributors, government organisationsetc is easily sourced and hence the full insight of the market potential is gained.

From the result hypothesis three, comparing the calculated Z- value of 4.673 against the critical Z- value of 2.18 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that succession management has position effect on ensuring revenue boast of food, beverage and tobacco manufacturing firm in the South East, Nigeria. In line with hypothesis three, organizations with sophisticated processes of identifying successor candidates to fill key leadership or other crucial roles in an organization realize significant employee engagement and retention gains. Effective succession management in these high-performing organizations helps in improvement in employee engagement and improvement in career development opportunities.

5. Conclusions

The study concluded that workforce planning had positive effect on low price, leadership development had positive effect on gaining market share and succession management had position effect on ensuring revenue boast of food, beverage and tobacco manufacturing firm in the South East, Nigeria

6. Recommendation

Based on the findings of the study, the following recommendations were made:

- i. Organizations should ensure the right people and right skills are employed at the right time as this would helps to determine HR needs in the future.
- ii. An organization's goal should not be to maximize market share alone, but rather to attain the optimal market share, plan for market-share gains; a company that is at its optimal market share should fight to maintain it.
- iii. Firms should introduce succession planning as a matter of deliberate policy and build it into their strategic plan in line with current and projected business objectives and long-term goals.



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