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THE EFFECT OF HUMAN RESOURCE PRACTICES ON ORGANIZATION PERFORMANCE OF NON-ALCOHOLIC BEVERAGES IN NIGERIA

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ABSTRACT

The study ascertained the effect of human resource practice on the organizational performance of non-alcoholic beverage companies in the South-South/South-West, Nigeria. The study was limited to five selected companies in the non-alcoholic beverage industry in Nigeria. The cross-sectional survey research design method and stratified random sampling technique were used for the study. The study used a structured questionnaire as the instrument of data collection. To establish the reliability of the instrument, a test-retest method was used. Descriptive statistics, correlation, and multiple regression analysis were used to analyze data. Findings showed that 67% of the change in organizational performance was brought about by the organizational structure. Findings showed that human resource practice has a positive significant effect on organizational performance (β = 0.429, $P<0.05$). It was concluded that human resource practice has a positive effect on the organizational performance of non-alcoholic beverage firms in Nigeria. The study recommended amongst others that effective HR practices ensure the organization attracts, hires, and retains top talent. Non-alcoholic beverage companies should engage employees because engaged employees are more committed and motivated, leading to higher productivity and better performance. There should be HR initiatives such as employee recognition programs, feedback mechanisms, and fostering a positive work culture to contribute to higher engagement levels. Companies should maintain healthy relationships with employees because maintaining healthy employee relations is crucial for organizational performance.

Keywords: Human Resource Practice and Organization Performance.

INTRODUCTION

As the economic uncertainties increase over the years, the issue of adaptability which focuses on the ability to move quickly towards new opportunities and adjust to volatile markets gets more crucial. The business environment is attributed to changes that are sometimes radical and at other times, incremental. But whatever the kind of change, organizations are expected to adapt to the changing situations. All organizations around the world are subject to a dynamic business environment. What differs between them is how each firm can come up with strategies to deal with changes. To handle the rapid change, most firms are becoming human resource-focused. Human resources are the most valuable assets of any organization and hence, no matter the number of machines or materials available to an organization, nothing gets done without manpower. Human resources play a pivotal role in determining organizational performance. Effective HR practices ensure the organization attracts, hires, and retains top talent. This includes recruiting individuals with the right skills, knowledge, and cultural fit for the organization. HR is responsible for designing and implementing training and development programs (Ferraris, *et al* 2018). These initiatives enhance employee skills, boost productivity, and contribute to overall organizational performance. HR oversees performance appraisal systems, providing feedback, setting goals, and identifying areas for improvement. By ensuring employees are aligned with organizational objectives, HR helps drive performance.

Engaged employees are more committed and motivated, leading to higher productivity and better performance. HR initiatives such as employee recognition programs, feedback mechanisms, and fostering a positive work culture contribute to higher engagement levels. HR conducts workforce planning to ensure the organization has the right number of employees with the necessary skills to meet current and future business needs (Torbatjoo, 2018). This strategic alignment maximizes performance and minimizes labor shortages or surpluses. Maintaining healthy employee relations is crucial for organizational performance. HR handles conflicts, and grievances, and ensures fair treatment, fostering a positive work environment conducive to high performance. Competitive compensation and benefits packages attract and retain talent while motivating employees to perform at their best. HR designs compensation structures that align with organizational goals and market standards. In today's dynamic business environment, organizational change is inevitable. HR plays a vital role in managing change effectively, including restructuring, mergers, or technological advancements, to minimize disruptions and maintain performance levels. HR ensures the organization complies with labor laws, regulations, and ethical standards. By mitigating legal and ethical risks, HR safeguards the organization's reputation and performance. A diverse and inclusive workforce fosters innovation, creativity, and better decision-making. HR promotes diversity and inclusion initiatives to harness the full potential of all employees, ultimately enhancing organizational performance (Chiang et al., 2011).

Human resources impact organizational performance through talent acquisition, training, performance management, employee engagement, workforce planning, employee relations, compensation, change management, compliance, and diversity initiatives. By effectively managing these aspects, HR contributes to a high-performing and successful organization. Based on these, this study determined the effect of human resources practice on organization's performance of non-alcoholic beverage companies in Nigeria.

LITERATURE REVIEW

Human Resource Practice

Human resource management is considered as management decisions that affect the relationship between the company and the employees (Ferraris, *et al* 2018). Torbatjoo (2018) suggested that one of the factors contributing to empowerment in exploration and exploitation activities is HR management practices, meaning all decisions made by the company's management affect the relationship between the company and its employees. Human Resources Management Systems reflect various investments made by organizations for human resources, with the expectation that they will see certain behaviors of employees (Chiang et al., 2011). In a continuously changing environment with fast work transformations, companies need a competitive independent workforce competent in dealing with these new difficulties and demands creatively. Therefore, the current environment is prompting organizations to adapt and be more flexible with their HR practices (Khan et al., 2013). At the same time, organizations cannot address those issues at the expense of employees' well-being. Previous studies have broadly examined the relationship between HR practices and hedonic well-being, finding, in general, a positive relationship (Van de Voorde, Paauwe & van Veldhoven, 2012). Moreover, organizations have to ensure that their HR practices are sustainable in the long term (Manzoor et al., 2019), generating synergies between proactive behaviors, performance, and well-being.

The Concept of Organizational Performance

Performance is a measure of how well an organization achieves its goals according to Kairu, et al. (2013). This concept indicates the well-being of a company's business portfolio growth into the future. Organizational performance can be defined as the organization's ability to accomplish its aims using the resources it has in a properly structured manner (Onono, 2018). Organizational performance can also be defined by the extent to which the organization is effective in executing its strategies (Onono, 2018). The process of reviewing an organization's progress toward its goals and objectives is referred to as performance evaluation (Kairu, et al., 2013). The assessment can be in financial or non-financial measures like profitability growth, brand relationship, and corporate image. The idea of measuring performance is not only to identify the current performance of the business but it is also how the business can perform better in the future in line with its strategic objectives (Okwo, & Marire, 2012). Performance measurement is therefore crucial since it measures the effectiveness of the organization's operations that contribute to creating value for stakeholders as well as the efficiency of the transformation of resources into products (Kairu *et al.,* 2013).

Organizational Structure

An organizational structure splits a company into distinct parts, functions, and teams, as well as defining the relationships between them. The organizational structure establishes who is responsible for what roles and documents the organization's reporting lines. The organization structure defines the chain of command and resource accountability. The structure of an organization is defined not only by the interactions between the pieces but also by the resources and processes required to sustain the organization's performance (Onono, 2018). As a result, a suitable structure should make it easier to coordinate organizational processes to meet the organization's objectives (Mansoor et al., 2012). Three key dimensions of organizational structure that were identified include decision-making processes, a span of control, and communication systems to have a direct impact on organizational performance (Daft, 2011). Decision-making dimension is the improvement of decision processes and quality through planning and coordination of business operations to achieve objectives (Daft, 2011). A span of control is the feedback process between managers and their direct reports to ensure an input-output system that manages the operations effectively by emphasizing performance. The communication effect can be analyzed from the perspective of the efficiency of information flow within the organization.

In their research study, Invernizzi and Romenti (2012) argued that the organizational structure needs to accommodate the central and strategic role that communication takes in an organization's decision-making process and that communication can no longer limited to merely communicating images, but rather it should be enter the decisional and productive processes of an organization, be it strategic or operational, and that it should get increasingly more association with managerial methodologies, products, services, and in the final analysis and quality of products and outcomes at the aggregate organization level. Organizations' ability to pursue their objectives rests upon their efficient decision-making processes, the level of employees' motivation, organizational learning, and the availability of efficient information exchange systems within the organization (Onono, 2018). The resulting efficiency will be construed to largely depend on the design and functioning of the organizational structure that is in play at any given time within an organization (Wenxiao et al., 2016).

Human Resource Practice and Organizational Performance

It has long been recognized that HR procedures have a significant impact on company behavior. Indeed, research has established evidence of a link between HR practices and various employee outcomes (Akong'o, 2010). Several meta-analyses and reviews have found a positive relationship between HR practices and performance (Ketchen et al., 2015) and between HR practices and well-being (Van de Voorde, *et al* 2012). However, to better understand these connections, it is necessary to focus on various operationalizations of these findings and recognize the processes that link HR practices, performance, and well-being (Villajos et al., 2019).

Rahimi et al. (2016) investigated the influence of commitment-based HR management methods on HR flexibility and competitive advantage, with the role of the environment dynamic being modified. The data was acquired using a questionnaire and the study approach was a descriptive survey. Manufacturing enterprises in Khuzestan Province were included in the statistical techniques. A total of 100 large manufacturing businesses from Khuzestan province were included in the sample. The study's findings revealed that commitment-based Human Resource Management techniques have an influence on competitive advantage through human resource flexibility.

Shirazi et al. (2014) examined the impact of HRM practices on employee retention through job satisfaction and organizational commitment. The results of the study showed that HRM measures have an effect on employee retention through organizational commitment, but the mediator role of job satisfaction was not confirmed. Also, in each of the studied activities, training, attraction, and performance evaluation, except redress via organizational commitment and job satisfaction, had a meaningful effect on worker retention.

Ferraris et al. (2018) examined the effect of HR on exploration and exploitation activities in smart city projects. The explorative and qualitative approach used was based on multiple case studies via interviewing 21 managers of active firms in smart cities. The results indicated that HR practices (collectivist motivation, scholarship, and multi-skill staff) have an effect on exploratory activities, and HR practices (skill training, social integrity, and targeting) are effective on exploitative activities.

Vivares et al. (2016) examined the impact of HRM on performance in the competitive priorities of midsized and large companies in Colombia. The results indicated that there is a significant relationship between HRM and performance in competitive priorities. Regarding the factors related to employees, they found that when companies involve personal characteristics (motivations, personal goals, abilities, etc.) in the strategic decision of operation, better performance can be seen in competitive priorities. Also, when they achieve a higher level of job satisfaction and performance, performance will improve in competitive priorities.

Theoretical Framework

The study reviewed the Resource Based View Model, and Situational Theory to support the study.

Resource-Based View Theory

The resource-based theory (RBT) asserts that performance difference across firms is a result of the different resources and capabilities they control (Barney 1991; Murray et al., 2011; Idenedo et al.,2017). Sustainable competitive advantages are derived from firm-specific resources and capabilities that are rare, inimitable, valuable, and non-substitutable (Barney, 1991). All assets, capabilities, organizational processes, knowledge, firm attributes, information, and other assets controlled by a company that enables the company to conceive of and implement strategies that improve its efficiency and effectiveness are considered firm resources, which can be tangible or intangible (Barney, 1991).

The Resource-Based View (RBV) hypothesis may be traced back to Birger Wernerfelt's work in 1984 when he published "A Resource-Based View of the Firm." According to the RBV theory, firms should focus on maximizing internal resources rather than attempting to achieve strategic fit with the external environment to create and dominate future opportunities (Saqib & Rashid, 2013; Idenedo et al., 2020). The primary premise of the idea is that for a corporation to maintain a competitive edge, it must acquire and control uncommon, inimitable, valuable, and non-substitutable resources and competencies (Peteraf & Barney, 2012; Idenedo et al.,2022). People are considered as an investment rather than a cost in this idea, and learning, knowledge sharing, creativity, and experimentation are fostered, with employees participating in decision-making (Wright et al., 2011). This theory assumes that an organization's staff is a one-of-a-kind and inimitable resource that, when properly utilized, can provide a competitive advantage (Saqib & Rashid, 2013; Idenedo et al., 2023). According to Ali et al. (2014), a resource-based approach to strategic human management focuses on meeting the organization's human capital requirements. According to Wright et al. (2011), an organization's human resource policies and values represent a significant non-imitable resource, which can be obtained by ensuring that: - the firm has higher quality people than its competitors, organization learning is encouraged, organization-specific values and culture exist to bind the organization together (and) give it focus, and the uniqueness of the organization is preserved.

Situational Theory

The situational theory states that effective leaders exhibit behaviors that fit the situation at hand. No one's best leadership style is suited for all situations. Hence, leaders should demonstrate the behavior that will have the optimum positive effect on employees' performance such as constant increased productivity and achievement of overall corporate, objectives, improvement in employees' motivation, job satisfaction, career advancement, and organizational responsiveness to stakeholders' expectations will be attained (Mohammed et al., 2014). This study will also adopt the situational theory. This is because the leader must carefully study the organization's human resource practice before deciding on the style of leadership to adopt and implement.

RESEARCH METHODOLOGY

This study used the survey research design method specifically, a cross-sectional survey design to collect data for empirical analytical purposes. The population of the study covered all employees of five selected non-alcoholic beverage manufacturing companies in South-South and South-West, Nigeria. The population for the study comprised employees from Nigerian Bottling Company Ltd (Nigeria), Seven-Up Bottling Company Ltd, Nestle Nigeria Plc, Chi Limited, and Cadbury Nigeria. The population of the study comprised 462 persons including senior, middle, and lower management staff to whom the research was generalized. To make up this subset, the approximate number was two hundred and ten (210). Therefore, a sample size of 210 employees of the selected companies was randomly selected from the total population of 462. The researcher utilized Bowley's (1964) population allocation formula to arrive at the exact figures for the five non-alcoholic beverage companies.

$$nh = \frac{nNh}{N}$$

Whose nh = the number of units allocated to each company.

n = the total sample size
Nh = the number of employees in each company
N = population size

Nigerian Bottling Company Ltd (96/462) ×210 = 44
Seven-Up Bottling Company Ltd (80/462) ×210 = 36
Nestle Nigeria Plc (98/462) ×210 = 45
Chi Limited (92/462) ×210 = 42
Cadbury Nigeria (96/462) ×210 = 43

Data for this research were gathered from the primary source. Content validity was adopted for the study while Cronbach alpha reliability estimation means were utilized to examine the consistency of the questionnaire item in this study. The table below indicates the reliability result

Table 1: Reliability Coefficients of Study Variables

Variables	Number of items	Cronbach's Alpha coefficient
Human Resource Practice (HRP)	5	0.737
Organizational Performance (OP)	5	0.731

Source: output of pilot survey data, 2024.

Correlation and multiple regression analysis were employed to establish the nature of the relationship between human resource practice and organization performance. Because they establish a relationship between the independent and dependent variables, these statistical procedures are deemed appropriate.

RESULTS AND DISCUSSION

Presentation of Data

Table 2: Distribution of Questionnaire

Pattern focused	Number of questionnaires administered	Number of the returned questionnaire	Number of used questionnaires	Response Rate
Respondents	210	205	201	96%

Source: Field Survey (2024)

In Table 2 it was indicated that out of the 210 copies of the questionnaire distributed to the various employees that made up the selected sampling element, 205 were successfully retrieved of which a total of 201 were seen to be suitable for analytical purposes representing the entire sample size. Therefore, the response rate is 96%.

Table 3: Analysis of Respondents Profile

S/N	Characteristics of the Respondents	Frequency	Percentage (%)
1	Gender: Male Female Total	 96 105 201	 48 52 100
2	Age Range: Below 30 31-40 41 and above Total	 58 77 66 201	 29 38 33 100
3	Marital Status Single Married Divorced Total	 95 90 16 201	 47 45 8 100
4	Educational Qualification: WAEC/GCE/NECO OND/ NCE HND/B.SC MBA/M.Sc Total	 40 52 92 17 201	 20 26 46 8 100
5	Years in Service: 1-5years 6-10years 11-15years 15years and above Total	 51 65 55 30 201	 25 32 27 15 100

Source: Researcher Field Survey, 2024.

Table 3 shows the background characteristics of the various respondents. It indicated the gender composition of the respondents representing 48% (96) of the sample were males while 52% (105) were females. The age bracket of the respondents showed that 58 of the respondents 29% were below30 years of age; 77 of the respondents representing 38% fell within the age bracket of 31-40 years of age, while the remaining 66 respondents representing 33% of the sample were 41 years and above. The marital status of the respondents showed that; 95 of the sample respondents were single 47%; 90 respondents 45% were married while the remaining 16(8%) of the respondents were divorced. On the educational background of the sample, it was revealed that 40 respondents representing 20% were WAEC/GCE/NECO holders, it was indicated that 52 respondents representing 26% were OND/NCE holders, similarly, it was revealed that 92 respondents representing 46% being HND/B.Sc. holders; while 17 other respondents 8% were postgraduate degree holders. On the service or work experience of employees in the various non-alcoholic beverage companies, 51(25%) of the respondents had between 1-5 years' work experience; 65(32%) of the respondents have worked in the non-alcoholic beverage company for about 6-10 years, 55(27%) of the respondents have worked in the non-alcoholic beverage company for about

11-15 years. While 30(15%) of the respondents have more than 15 years of work experience in a non-alcoholic beverage company.

Table 4: Regression Analysis of Human Resource Practice and Organizational Performance
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-10.820	2.032		-5.325	.000
	Human Resource Practice	.472	.052	.429	9.146	.000

a. Dependent Variable: Organizational performance

The table shows the multiple regression analysis result for human resource and organizational performance. It was indicated that human resource practice has a high positive effect on organizational performance ($ß = 0.429$, $P<0.05$
The general form of the equation to predict $OP = \beta_o + \beta_1 HR + \varepsilon$
$OP = -10.820+ 0.472\times HR$

Table 5 Analysis of Variance
ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	100.180	4	20.036	81.889	.000[b]
	Residual	47.711	195	.245		
	Total	147.891	200			

a. Dependent Variable: Organizational performance
b. Predictors: (Constant), Human Resource Practice
The *F*-ratio in Table 5 tests whether the overall regression model is a good fit for the data. The table showed that human resource practice significantly predicts organizational performance, $F = 81.889$, $0.000< 0.05$. This connotes that the regression model is a good fit for the data.

Table 6 Model Summary
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823[a]	.677	.669	.4946

a. Predictors: (Constant), Human Resource Practice
Table 4.6 shows the extent to which human resource practice accounted for the change in organizational performance as indicated by the Adjusted R Square value, which shows that 67% (0.669) of the change in organizational performance is brought about by human resource practice.

Hypotheses Testing
The multiple regression analysis was employed as the analytical technique for testing the hypotheses. The p-values reported in the regression coefficient tables were used for testing the study hypotheses.

The Decision Rule
If the probability value calculated is lesser than the critical value of 5% (i.e. $0.000 < 0.05$), it is vital to conclude that the given parameter is significant. In this scenario, it is accepted that there is a

need to reject the null hypotheses and to accept the alternate. Gujarati and Porter (2009) stated that when we reject the null hypotheses, we say that our findings are statistically significant and vice versa. Thus, the p-value is at 0.05 (5%).

HO_1: Human resource practice has no significant effect on the organizational performance of non-alcoholic beverage firms in Nigeria.

Table 4 shows that the calculated level of significance is lesser than the p-value of 0.05 (5%) i.e. (0.000< 0.05). Therefore, the null hypothesis was rejected while the alternate was accepted implying that human resource practice has a positive significant effect on organizational performance of non-alcoholic beverage firms in Nigeria.

Discussion of Results

In line with the data analysis done and the review of the related literature, the discussion of the findings of this study is presented below. The *F*-ratio in Table 4 test showed that human resource practice significantly predicts organizational performance, $F = 81.889$, $0.000 < 0.05$. This connotes that the regression model is a good fit for the data. Table 6 shows that 67% of the change in organizational performance was brought about by the human resource.

Therefore, the null hypothesis was rejected while the alternate was accepted implying that human resource practice has a significant positive effect on organizational performance of non-alcoholic beverage firms in Nigeria. The finding is in agreement with Shirazi et al. (2014) study on the impact of HRM practices on employee retention through job satisfaction and organizational commitment. The results of the study showed that HRM measures have an effect on employee retention through organizational commitment, but the mediator role of job satisfaction was not confirmed. Also, in each of the studied activities, training, attraction, and performance evaluation, except redress via organizational commitment and job satisfaction, had a meaningful effect on worker retention. Ferraris et al. (2018) examined the effect of HR on exploration and exploitation activities in smart city projects. The explorative and qualitative approach used was based on multiple case studies via interviewing 21 managers of active firms in smart cities. The results indicated that HR practices (collectivist motivation, scholarship, and multi-skill staff) have an effect on exploratory activities, and HR practices (skill training, social integrity, and targeting) are effective on exploitative activities. Vivares et al. (2016) examined the impact of HRM on performance in the competitive priorities of midsized and large companies in Colombia. The results indicated that there is a significant relationship between HRM and performance in competitive priorities. Regarding the factors related to employees, they found that when companies involve personal characteristics (motivations, personal goals, abilities, etc.) in the strategic decision of operation, better performance can be seen in competitive priorities. Also, when they achieve a higher level of job satisfaction and performance, performance will improve in competitive priorities.

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CONCLUSION AND RECOMMENDATIONS

It was concluded that human resources have a significant positive effect on the organizational performance of non-alcoholic beverage firms in Nigeria. It was recommended that:

i. For effective HR practices ensure the organization attracts, hires, and retains top talent.
ii. Non-alcoholic beverage companies should engage employees because engaged employees are more committed and motivated, leading to higher productivity and better performance.
iii. There should be HR initiatives such as employee recognition programs, feedback mechanisms, and fostering a positive work culture to contribute to higher engagement levels.
iv. Companies should maintain healthy relationships with employees because maintaining healthy employee relations is crucial for organizational performance.

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