

Human Resource Management Practice and Organizational Performance of Food and Beverage Manufacturing Firms in Enugu State

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Abstract

The study evaluated human resource management practices and organizational performance in food and beverage manufacturing firms in Enugu State. The specific objectives were to examine the relationship between recruitment and customer retention and to evaluate the relationship between training and operational costs in food and beverage manufacturing firms in Enugu State. The study adopted a descriptive survey research design. The population comprised 240 selected senior staff members of the study organisations. The entire population was used due to its small size. Two hundred and thirty-two (232) employees returned the questionnaires, which were accurately completed. Data were presented and analyzed using mean scores and standard deviations based on a Likert scale. The hypotheses were tested using the Z-test statistic. The findings of the study showed that recruitment had a significant positive relationship with customer retention, $Z = 8.469$, $p > 0.05$, and that training had a significant positive relationship with operational costs in food and beverage manufacturing firms in Enugu State, $Z = 10.111$, $p > 0.05$. The study concluded that recruitment and training had significant positive relationships with customer retention and operational costs, respectively, in food and beverage manufacturing firms in Enugu State. The study recommended, among other things, that food and beverage manufacturing firms should implement strategic recruitment practices that focus on hiring candidates with strong customer service orientation, communication skills, and an understanding of consumer preferences

Keywords: Human Resource Management Practices, Organizational Performance, Recruitment, Customer Retention, Employee Training, Operational Costs, Food and Beverage Manufacturing Firms, Enugu State.

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Introduction

The evolution of human resource management (HRM) practices within food and beverage manufacturing firms has been closely intertwined with broader industrial advancements and organizational theories over time. During the late nineteenth and early twentieth centuries, the advent of modern industry necessitated the establishment of dedicated personnel departments. These units primarily focused on administrative tasks such as recruitment, payroll management, and ensuring compliance with labour laws. The primary objective was to manage labour relations and maintain workforce discipline amid rapidly growing industrial enterprises. This foundational phase set the stage for more strategic HRM approaches in subsequent decades (Kaufman, 2009). By the mid-twentieth century, there was a paradigm shift towards recognizing the importance of employee welfare and development. Organizations began to implement structured training programmes, employee benefits, and initiatives aimed at enhancing job satisfaction. This era marked the transition from mere personnel management to a more holistic approach, acknowledging that employee well-being directly affects organizational performance.

Human resource management (HRM) practices play a pivotal role in enhancing the performance and output of food and beverage manufacturing firms globally. Effective HRM strategies, such as comprehensive training, competitive compensation, and robust occupational health and safety measures, have been linked to improved employee satisfaction, reduced turnover rates, and increased productivity. In the dynamic landscape of the information technology sector, effective human resource management practices are crucial for achieving economic sustainability by strategically attracting, developing, and retaining highly skilled talent, which is critical for innovation and competitive advantage. This necessitates a focus on practices that foster employee engagement, continuous learning, and a culture aligned with the sector's rapid technological advancements, ultimately affecting a company's bottom line and long-term viability (Aneliya, 2025). In the modern knowledge economy, the human factor plays a key role in successful business development. At the same time, turmoil in the global economy and the state of the planet have made the idea of sustainable development increasingly prominent. Well-implemented HRM practices in food and beverage services have led to lower employee turnover and higher labour productivity (Abukhalifeh et al., 2013). Effective HRM strategies, including appropriate leadership styles and job security, enhance managerial performance, which is crucial for organizational success (Alkantara & Worlu, 2018). Green recruitment and training are significantly associated with the growth rate and profitability of firms, suggesting that sustainable HRM practices contribute to organizational resilience (Agu et al., 2024).

In the context of food and beverage manufacturing firms, *output* refers to the total quantity or value of finished products produced by these establishments over a specific period. This encompasses all processed foods and beverages prepared for consumer purchase and consumption. The U.S. Department of Agriculture's Economic Research Service defines food and beverage manufacturing establishments as those that transform raw food commodities into products for intermediate or final consumption by applying labour, machinery, energy, and scientific knowledge (Zachary, 2025). Output can be quantified in physical terms, such as litres of beverages produced, or in monetary terms, such as total sales revenue. For instance, in 2021, meat processing was identified as the largest industry group within U.S. food and beverage manufacturing, accounting for 26.2% of sales (Zachary,

2025). Understanding output is crucial for assessing the performance and economic contribution of the food and beverage manufacturing sector. It serves as a key indicator of industry health, efficiency, and growth trends.

Human resource management encompasses tasks such as HR planning, strategic recruitment, employee training and development, compensation management, performance management, employee relations, healthcare, employee satisfaction, and the provision of employee services. It includes policies and practices designed to improve organizational efficiency, employee engagement, and work quality (Khan & Abdullah, 2019). The implementation of effective human resource management practices can positively improve a firm's performance in areas such as revenue generation, profitability, competitiveness, and market share. Essentially, the purpose of human resource management is to maximize organizational productivity by optimizing the effectiveness of its employees (Ingokonyo & Ozuru, 2022). Based on this, the study aimed to evaluate human resource management practices and output in food and beverage manufacturing firms in Enugu State.

Statement of the Problem

Human Resource Management (HRM) practices are vital for the success of food and beverage manufacturing firms, as it enhances workforce productivity, ensures regulatory compliance, and improves product quality. By implementing effective HR strategies, companies can increase output, maintain competitive advantage, and achieve long-term profitability. Human Resource Management (HRM) practices such as training and development, performance appraisal, and motivation programs ensure that employees acquire the necessary skills and knowledge to perform their tasks efficiently. Skilled employees contribute to higher production output and improved product quality.

However, the challenges of the food and beverage industry often experience a high turnover rate due to job dissatisfaction, low wages, and demanding working conditions. Frequent hiring and training of new employees increase costs and reduce overall productivity. Many employees in manufacturing roles lack the necessary technical skills, requiring continuous training. Lack of workplace safety and compliance, poor employee motivation and engagement, lack of labor laws and regulatory compliance, employee welfare and work-life balance, diversity and inclusion challenges.

The consequences of these challenges if not solved might lead to poor quality control, compliance issues, reduced efficiency, low employee morale, reduced number of customers workplace accidents, weak supply chain management, loss of competitive advantage and decline in profitability or income generation. Without proper HRM practices, employees may lack motivation, training, and a clear sense of direction, leading to reduced efficiency and production output. Poor HR policies can result in dissatisfaction, increased stress, and a lack of career growth, causing skilled employees to leave frequently. Based on this, the study evaluated the Human resource management practice and output of food and beverage manufacturing firms in Enugu state.

Objectives of the study

The main objective of the study was to evaluate the Human resource management Practice and organizational performance of food and beverage manufacturing firms in Enugu State. The specific objectives are to:

- i. Examine the relationship between recruitment and the customer retention of food and beverage manufacturing firms in Enugu State
- ii. Evaluate the relationship between Training and operational costs of food and beverage manufacturing firms in Enugu State

Research Questions

The following Research questions guided the study

- i. What is the relationship between recruitment and customer retention of food and beverage manufacturing firms in Enugu State?
- ii. What is the relationship between Training and operational costs of food and beverage manufacturing firms in Enugu State?

Statement of Hypotheses

The following Hypotheses guided the study

- i. Recruitment has significant relationship the number of customers of food and beverage manufacturing firms in Enugu State
- ii. Training has significant relationship operational costs of food and beverage manufacturing firms in Enugu State

Scope of the study

The study was on Human resource management Practice and output of food and beverage manufacturing firms in Enugu State. The key management issues in this study are: Recruitment and training Components as the components of the independent variable while the number of customers and income generation of food and beverage manufacturing firms in Enugu State are the components of dependent variables. The geographical area of the study is the of food and beverage manufacturing firms in Enugu State, Nigeria

Review of Related Literature

Conceptual Review

Human resource

Human resource (HR) refers to the strategic function that manages the recruitment, training, development, motivation, and retention of the workforce to ensure efficient production, quality service delivery, and business growth. In this sector, HR plays a vital role in maintaining hygiene standards, improving operational efficiency, managing shift systems, ensuring compliance with food safety regulations, and enhancing customer satisfaction through well-trained personnel. Human resources in food and beverage firms serve as the driving force behind production and service quality, making it critical to invest in employee welfare, performance monitoring, and continuous skill development. Furthermore, Ibrahim and Sulaiman (2021) emphasized that HR functions are not only administrative but also strategic, especially in competitive and labor-intensive industries like food manufacturing, where employee efficiency directly affects product quality and market reputation, (Okon and Udo, 2022).

Management

Management refers to the process of planning, organizing, directing, and controlling resources particularly human, financial, and material resources to ensure the efficient production, quality assurance, and timely delivery of food and beverage products. It involves overseeing operations such as procurement, production, staffing, marketing, and compliance with food safety regulations to achieve the firm's goals. Management in food manufacturing firms must balance cost control with quality assurance to maintain competitiveness in a challenging economic environment. Added that leadership, inventory control, staff supervision, and compliance with safety standards are essential components of effective management in this sector, (Nwachukwu and Okonkwo, 2022). Additionally, Akinyemi et al. (2023) emphasized the importance of adaptive management practices that respond to external challenges such as inflation, supply chain disruptions, and labor shortages.

Practice

Practice refers to the established methods, procedures, and routines adopted in managing operations, production, human resources, hygiene, quality control, and customer service. These practices guide how tasks are performed to ensure efficiency, consistency, safety, and compliance with industry standards and regulations. Practices may include standardized food preparation methods, inventory management, health and safety protocols, staff training programs, customer service policies, and waste reduction strategies. These operational and managerial practices are essential for delivering high-quality products, ensuring customer satisfaction, and maintaining competitiveness. Eze and Okafor (2021), operational practices in food and beverage firms directly impact product quality, employee performance, and customer loyalty. Best practices in hygiene, procurement, and supply chain management are critical for maintaining food safety and minimizing losses, (Ibrahim and Musa, 2022). Similarly, effective managerial practices help firms adapt to economic challenges and improve productivity, (Ogbonna and Adeoye, 2023).

Human resource management Practice

Human Resource Management (HRM) Practices in food and beverage firms refer to the structured approaches and activities carried out by management to effectively recruit, train, develop, motivate, and retain employees in order to improve organizational performance. These practices are tailored to meet the unique demands of the industry, which include quality service delivery, hygiene compliance, high staff turnover, and labor-intensive operations. HRM practices in food and beverage firms typically include: Recruitment and selection strategies; Training and development programs; Performance appraisal systems; Compensation and benefits management; Employee health and safety enforcement and Employee engagement and retention strategies. Effective HRM practices in food and beverage firms are crucial for maintaining service quality and ensuring employee satisfaction, especially in high-pressure environments, (Onwuka and Edeh (2022). Consistent training and performance-based incentives improve both employee efficiency and customer experience in Nigerian food production companies, (Adesina and Okonkwo (2021).

Components of Human resource management Practice

Human Resource Management (HRM) practices in food and beverage firms consist of structured components designed to attract, develop, motivate, and retain a productive workforce. These components are especially vital in

food and beverage firms due to the industry's labor-intensive nature, high turnover rate, hygiene standards, and the need for consistent service delivery. The components include: Recruitment and Selection, Training and Development, Performance Appraisal, Employee Relations and Engagement, Compensation and Reward Systems and Health, Safety, and Welfare. (Chukwu, & Ibrahim, 2022; Okoro & Adebajo, 2021; Nwachukwu & Eze, 2023; Adebayo, & Uche, 2020; Ifeoma & Salisu, 2022; Akinlabi et al., 2023).

Recruitment

Recruitment refers to the systematic process of identifying, attracting, and selecting individuals who possess the right skills, qualifications, and attitudes to fill vacant positions within the organization. It is a critical human resource function that ensures the availability of competent staff to meet the operational demands of the industry, which is characterized by high labor intensity, fast-paced service delivery, and strict hygiene standards. In food and beverage firms, recruitment focuses not just on educational background or experience, but also on personal hygiene, teamwork, adaptability, customer service orientation, and time consciousness all vital qualities for the dynamic environment of food production and service. Okafor and Eze (2022), effective recruitment strategies in the food and beverage sector are essential for maintaining product quality, service consistency, and regulatory compliance. They emphasize that firms that adopt structured recruitment processes experience reduced employee turnover and higher operational efficiency. Adebisi and Nwankwo (2021) argue that recruitment in this sector should be proactive and continuous, due to high workforce mobility and the need for seasonal staff in response to fluctuating demand.

Training

Training refers to the systematic process of enhancing employees' knowledge, skills, and competencies to improve job performance, ensure compliance with safety and hygiene standards, boost customer service, and ultimately contribute to organizational efficiency and competitiveness. In this sector, where service quality and food safety are paramount, training plays a crucial role in maintaining consistent standards and adapting to industry changes. Training in food and beverage firms equips employees with the necessary operational and customer interaction skills that help improve service quality and customer satisfaction. These firms often operate in dynamic environments where product handling, food hygiene, and customer experience are vital, and training helps workers to meet these demands effectively (Ogunyomi & Bruning, 2021). Training in food and beverage companies is essential for ensuring food safety compliance and enhancing employees' responsiveness to health and environmental regulations. The nature of operations in this industry requires employees to be continually updated on best practices in food preparation, storage, and customer engagement (Adebayo and Okafor, 2022)

Organization

An organization refers to a structured system where people, resources, and processes are coordinated to produce, manage, and deliver food and drink products efficiently to meet customer needs and business goals. Okonkwo and Akinwale (2021), an organization in this sector functions as a coordinated entity that aligns departments like production, quality control, customer service, and supply chain to ensure smooth operations. Oluwafemi and Eze (2022) add that organizational structure in food and beverage firms is crucial for defining roles, ensuring food safety, and enhancing productivity.

Performance

Performance refers to how effectively the organization achieves its goals, such as product quality, customer satisfaction, operational efficiency, and profitability. Adegbite and Chukwu (2021), performance in this sector is measured by output quality, speed of service, customer feedback, and financial returns. Consistent performance ensures competitiveness, regulatory compliance, and sustained growth in the food and beverage industry (Ibrahim and Okoro, 2023).

Organizational Performance

Organizational performance in food and beverage firms refers to the extent to which the company meets its strategic objectives in areas such as productivity, product quality, customer satisfaction, profitability, and compliance with health and safety standards. Eze and Nwankwo (2022), it involves evaluating how well the firm utilizes its resources to deliver value to customers and stakeholders. Adebisi and Uchenna (2023) highlight that high organizational performance in this industry ensures competitiveness, efficiency, and long-term sustainability.

Components of Organization Performance that formed parts of the objectives of the study

Product Quality which include: Ensures consistency, safety, and customer satisfaction. (Okoro & Adebayo, 2022). Operational Efficiency – Involves optimal use of resources to reduce waste and cost, Operational costs (Eze & Nwachukwu, 2021), Customer Satisfaction – Reflects how well products and services meet customer expectations, customer retention (Ibrahim & Okonkwo, 2023); Financial Performance – Includes profitability, return on investment, and sales growth, (Akinyemi & Uzoho, 2023). Employee Productivity-Measures output and performance of staff, (Chidiebere & Olatunji, 2022).

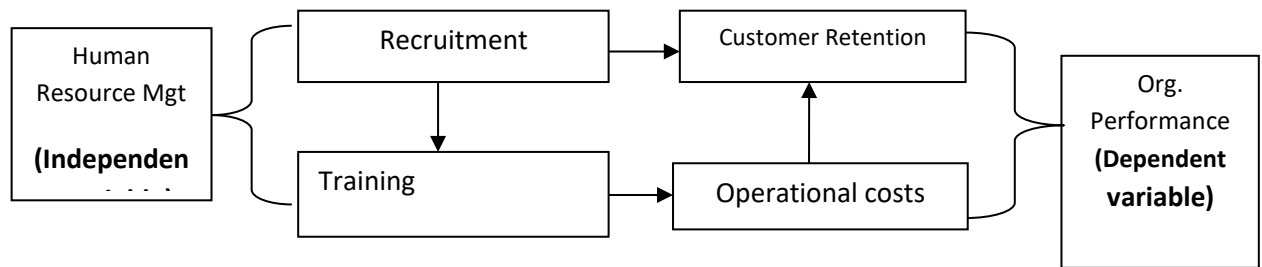
Customer Retention

Customer retention refers to the ability of a company to keep existing customers returning for repeat purchases over time through consistent product quality, excellent service, and customer satisfaction. Eze and Akpan (2022), it involves building long-term relationships with customers by meeting their expectations and offering value. In the food and beverage industry, retention is crucial due to high competition and the need to maintain brand loyalty and steady revenue (Okafor and Bello, 2023).

Operational costs

Operational costs refer to the day-to-day expenses incurred in producing, processing, packaging, and delivering food and drinks. These include costs of raw materials, labor, utilities, maintenance, and logistics. Adewuyi and Nwosu (2022), managing operational costs is essential for profitability and sustainability in the competitive food sector. Chukwuka and Ibrahim (2023) add that effective cost control improves efficiency and enables firms to offer quality products at competitive prices, (Chukwuka and Ibrahim, 2023)

Conceptual Framework



Source: Authors Compilation 2025

Theoretical Framework

The following theories guided the study

- i. Path- goal theory was propounded by Robert House (1996).
- ii. Resource base view theory was developed by Barney, J. B., (1991).

The study was anchored on resource based view theory because it explains its ability to deliver sustainable competitive advantage when resources are managed, such that their outcomes cannot be imitated by competitors, which ultimately creates a competitive barrier.

Path-Goal Theory

Path- goal theory was propounded by Robert House (1996). Path-goal theory proposes that subordinates characteristics of work environment determine which leader behaviour will be more effective. Path-goal theory suggests that the leader behaviour that will accomplish these tasks depends upon the subordinate and environmental contingency factors. The theory proposed that the behaviour of leaderships can be exercised in different situations and times by the same leader. Many studies have been conducted to test and verify the theory. In spite of the appealing nature of the path-goal theory (Mbaeri, 2014).

Resource Base View Theory

Resource base view theory was developed by Barney, J. B., (1991). Resource-based theory contends that the possession of strategic resource provides an organization with a golden opportunity to develop competitive advantages over its rivals. The resource-based view (RBV) is a managerial framework used to determine the strategic resource with the potential to deliver comparative advantage to a firm. These resources can be exploited by the firm in order to achieve sustainable competitive advantage. This study is based on the resource-based view (RBV) as the basis for the sustainable competitive advantage which lies primarily in the application of a bundle of valuable tangible or intangible resource at the firm's disposal.

Empirical Review

Recruitment and customer retention

Adebola & Banjo (2017) conducted a study on Recruitment and Selection Procedures and Their Relative Effectiveness on Employees' Performance in The Hospitality Industry in Ogun State. This study adopts survey research design. The population was drawn from leading hotels in Ogun State, Nigeria. The sample for the study are

the employees of hotels in Yewa South Local Government amounting to 115 hotels with 1179 employees. The sample size was 100 employees and questionnaire was used to collect data while Cronbach alpha was used to test the instrument. The result of the study shows that there is correlation between recruitment and selection and employee's performance, were highly significant. There is a relationship between recruitment and selection and employee's performance in the hospitality industry.

Ugwu (2021) conducted a study on the Relationship between Green Recruitment and Organizational Performance in Food, Beverage and Tobacco Manufacturing Firms in Enugu State. The primary sources were personal interview and the administration of questionnaire. The population of the study was 3884 staff. A stratified sampling method was adopted. The adequate sample size of 350 was determined using Freund and William's statistic formula. 316 staff returned the questionnaire and accurately filled. That gave 94 percent response rate. The hypotheses were analyzed using Pearson correlation coefficient (r) statistics tool. The findings indicated that There was positive significant relationship between attracting knowledgeable employees and quality service in food, beverage and tobacco manufacturing firms in Enugu State as reported in the probability value of ($r=.397 < 0.975, p<.05$).

Ebuzoeme (2022) conducted a study on the impact of employee recruitment and selection resourcing strategy on the performance of food and beverage manufacturing companies. A survey research design was the basis for conducting the study. Data analysis was carried out based on descriptive statistics whereby mean values and standard deviations were obtained for statements relating to recruitment and selection strategy and company performance. Inferential statistics based on multiple regression analysis was also used for data analysis. The findings of the study revealed that employee resourcing strategy had positive impact on company performance. Recruitment strategy had positive impact on company performance as well as selection strategy, although the impact of recruitment strategy on performance was less.

Okoroafor et al. (2024) conducted a study on Green Recruitment Management Practice and Performance of Food and Beverage Manufacturing Firms in Rivers State. The study employed a descriptive survey design. Data from the questionnaire were analyzed with the aid of SPSS version 23 using simple, percentages and correlation co-efficient. The findings indicated that Online application of candidates had significant positive relationship with the output $r(95, n=226), = .517 < .850, p<.05$ and Video-based interview of the applicants had significant positive relationship with the quality service of food and beverage manufacturing firms in Rivers state as reported in the probability value of $r(95, n=226), = .402 < .790, p<.05$.

Training and operational costs

Felix & Hamilton (2019) conducted a study on the Impact of Innovativeness on Organization Agility of Food and Beverage Firms in Rivers State, Nigeria. The spearman rank order correlation was used in ascertaining the relationship between the predictor and the criterion variable. The result of the analysis revealed that innovativeness significantly and positively impacts on organizational agility of food and beverage firms in Rivers State. The study concluded that innovativeness helps in organizational encouragement of Research and Development, development of new work processes, new product/services creation and introduction, and assuming leadership in area of technology, and in development of competitive advantage.

Eke (2020) conducted a study on the Green training and corporate sustainability of food and beverage manufacturing firms in Rivers State. The study was designed as a cross sectional survey with data generated through the administration of structured questionnaire to a sample of 102 participants from a population of 114 managers and supervisors from all (6) Manufacturers Association of Nigeria (MAN) registered food and beverage firms in Rivers State. The hypotheses were tested using the Spearman Rank Order Correlation with the aid of the Statistical Package for the Social Sciences. The study findings revealed that there is a significant relationship between interactional justice and all the measures of employee attitude of Deposit Money Banks in Rivers State.

Adewuyi (2020) conducted a study on “the relationship between trainings & development and employee retention: A case study of Nsia Insurance Limited. Using data from 1,191 employees across seven organizations, multilevel analyses found that job satisfaction, employee engagement, and change-related anxiety were significantly associated with intention to stay, and fully mediated the relationship between perceived training and development and intention to stay. Contrary to our hypotheses, emotional exhaustion was not significantly associated with intention to stay nor acted as a mediator when the other attitudes were included. These findings show the usefulness of Russell’s model of core affect in explaining the link between training and development and employee retention. Moreover, the findings collectively suggest that studies examining employee retention should include a wider range of work attitudes that highlight pleasant forms of affect.

Oladipo & Adebayo (2021) conducted a study on the “On and Off -Job Training and Development on Performance of Manufacturing Firms. The study evaluated the impact of on and Off-Job training and Development on the performance of Manufacturing Firms. Data were collected through questionnaires, descriptive analysis, percentages and regression analysis was used to establish relevance and association between the variables and manufacturing firms’ performance. The results revealed through Liker-Scale format of questionnaires showed that the standard deviation across all the questions used was far away from the mean depicting, there was minimal error around the mean. Over 70% of the responses adjudged that on and off- job training and development increase performance level of manufacturing firms under consideration. Finally, the regression results arrived at is significant at 0.000. R-Square stating that 78% of the dependent variables could explain the dependent variable. It is recommended that manufacturing industries should make it a matter of deliberate necessity and managerial attempts to be enrolling their employees for both on and off-job training.

Gap in Empirical Review Literature

The studies done were carried outside the Human resource management Practice and organizational performance of food and beverage manufacturing firms in Enugu State and did not focus to best of my knowledge on recruitment and the customer retention; Training and operational costs of food and beverage manufacturing firms in Enugu State. Most of the studies reviewed analyzed their data through Descriptive statistics and appropriate inferential statistics, Pearson Moment Correlation Coefficient, Kendall’s correlation and Kruskal Wallis test, Partial Least Square Structural Equation Modeling (PLS-SEM), and Multiple Regression Analysis (MRA) method, while the present study made use of Z – test to test the hypotheses. Therefore, the study aimed at filling this research gap by evaluating the relationship between Human resource management Practice and organizational performance of food and beverage manufacturing firms in Enugu State.

Methodology

Research Design

The descriptive sample survey was employed as the researcher's strategy for answering research questions using empirical data. It is a research design where a sample of population or item is chosen and data collected, analyzed and reported based on the sample.

Area of the study

The area of the study was Enugu State, Nigeria. The food and beverage firms understudy includes; B.O. MBA Industrial Food Chemicals Ltd, Thinker's Corner, Enugu, Nigeria; Afripact Industries Ltd, Plot 6 Industrial Layout, Emene. Bons West Africa Ltd. Km 2 Enugu/Onitsha Exp. Road, Trans-Ekulu; Nigerian Breweries Plc, 9th Mile Corner, Enugu. These organizations were chosen due the number of staff and ethical standard.

Sources of Data

Sources of data for the empirical study were primary and secondary sources.

Primary Sources of data

The primary source of data was the staff or employees of the organisation under study collected through the use of structured questionnaire administered.

Secondary source of Data

The researcher's secondary data were obtained from many sources, including literature, industry surveys, compilations from computerized databases and information systems, computerized or mathematical models of environmental processes and other established sources (textbooks, journals internet, websites, internal records).

Population of the Study

The total population for the study was two hundred and forty (240). (See table 3.1 for population distribution of the relevant food and beverage manufacturing firms under study). For ease of questionnaire administration and proximity, these selected firms were used for the collection of data.

Table 3.1 Population of the banks understudy

S/N	Names of the Banks	Mgt Staff	Percent
1	Bons West Africa	60	22
2	B.O. MBA Industrial Food	46	15
3	Afripact Industries Ltd	58	13
5	Nigerian Breweries Plc	76	27
Total		240	100

Source: Human Resources Department, 2025

Sample Size Determination

The whole population was used due to small number

Instrument for Data Collection

Given the objectives and the nature of the study, the study made use of questionnaire administration. The questionnaires were designed and administered on the selected respondents. The responses generated were used thereafter for data analysis.

Validity of the Instrument

The researcher also gave other validators some copies and requested them to assist her in using their expertise to validate the instrument regarding its clarity, appropriateness of language used and of instruction to the respondents. In the end, some of the items were modified, discarded and new ones introduced. Thus, an instrument with better items emerged which the study utilized in collecting the much-needed data for the study.

Reliability of the Instrument

A test- method of reliability was adopted for the study in which 20 copies of the questionnaire were distributed to other four (4) selected food and beverage firms; five copies to each food and beverage firm. The outcome was subjected to consistency test using Chronbach's Alpha Coefficient testing tool.

The formula is as follows:

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded	0	0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	No. of Items
.80	10

Scale reliabilities were calculated using Cronbach's Alpha; the result obtained was 0.80. This shows that the internal consistency of the scale is good for the purpose of this study because it is 0.84 which was good.

Methods of Data Analysis

Data were collected, coded, grouped into frequencies, and arranged into tables for ease of reference. Data from the questionnaire were collected and analyzed using simple percentages and mean. To determine the nature and strength of relationship between the research variables, Z – test was used to test the hypotheses with aid of Special Package for Statistical Software (SPSS). For the 5-point likert scale questions, the scale and decision rule stated below was used in analyzing the findings.

Scale

Strongly Agree (SA)	-	5
Agree (A)		4
Neutral (N)	-	3
Disagree (D)	-	2
Strongly Disagree (SD)	1	

Decision Rule:

If Mean > 3.0, the respondents agree and If mean ≤ 3.0 , the respondents disagree

Z –Test

$$Z = \frac{\bar{X} - \mu}{\frac{\sigma}{\sqrt{n}}}$$

Where;

$\bar{X}$ = Population mean

μ = Sample mean

σ = Standard deviation

n = Sample size

Data Presentation and Analysis

Distribution and Return of Questionnaire.

The section presents and analyzes the data collected for the study. The presentation and interpretation of data were based on the questionnaire administrated to the staff of the Firms under study.

Table 1 Distribution and Return of the Questionnaire

Firms	Distributed	No Returned	percent	No not Returned	Percent
Bons West Africa	60	58	25	2	1
B.O. MBA Industrial Food	46	44	19	2	1
Afripact Industries Ltd	58	56	24	2	1
Nigerian Breweries Plc	76	74	32	2	1
Total	240	232	96	8	4

Source: Field Survey, 2025

Two hundred and forty (240) copies of the questionnaire were distributed to the respondents and two hundred and thirty-two (232) copies were returned representing ninety-six (96) percent, while eight (8) copies of the questionnaire were not returned representing four (4) percent. That showed a high rate of response.

Data Presentation

The relationship between recruitment and the customer retention of food and beverage manufacturing firms in Enugu State

Table 2 Responses on the relationship between recruitment and the customer retention of food and beverage manufacturing firms in Enugu State

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Recruiting skilled and qualified personnel ensures that food and beverage manufacturing processes meet hygiene standards, safety regulations, and product specifications.	510 102 44.0	232 58 25.0	123 41 17.7	30 15 6.5	16 16 6.9	911 232 100.0	3.93	1.223	Agree
2	Well-recruited employees who align with the company's culture and values are more likely to be engaged and committed.	530 106 45.7	268 67 28.9	30 10 4.3	36 18 7.8	31 31 13.4	895 232 100.0	3.86	1.415	Agree
3	Recruiting the right personnel for these roles ensures smooth supply chain operations, which directly impact customer satisfaction and retention.	535 107 46.1	240 60 25.9	111 37 15.9	26 13 5.6	15 15 6.5	927 232 100.0	4.00	1.197	Agree
4	Effective recruitment brings in creative, adaptable, and customer-oriented employees who can contribute to product innovation,	555 111 47.8	272 82 35.3	48 10 4.3	30 7 3.0	22 22 9.5	927 232 100.0	4.09	1.222	Agree
5	Recruiting individuals with the right technical and quality control skills helps minimize production errors.	630 126 54.3	244 61 26.3	33 11 4.7	14 7 3.0	27 27 11.6	948 232 100.0	4.09	1.326	Agree
Total Grand mean and standard deviation								3.994	1.2766	

Source: Field Survey, 2025

Table 2, 160 respondents out of 232 representing 69.0 percent agreed that Recruiting skilled and qualified personnel ensures that food and beverage manufacturing processes meet hygiene standards, safety regulations, and product specifications with the mean score of 3.93 and standard deviation of 1.223. 173 respondents representing 74.6 percent agreed that Well-recruited employees who align with the company's culture and values are more likely to be engaged and committed with a mean score of 3.86 and standard deviation of 1.415. 167 respondents representing 72.0 Percent agreed that recruiting the right personnel for these roles ensures smooth supply chain operations, which directly impact customer satisfaction and retention with mean score of 4.00 and standard deviation of 1.197. 193 respondents representing 83.1 percent agreed that Effective recruitment brings in creative, adaptable, and customer-oriented employees who can contribute to product innovation with mean score of 4.09

and standard deviation of 1.222. 187 respondents representing 80.6 percent agreed Recruiting individuals with the right technical and quality control skills helps minimize production errors., with a mean score of 4.09and standard deviation 1.326

The relationship between Training and operational costs of food and beverage manufacturing firms in Enugu State

Table 3: Responses on the relationship between Training and operational costs of food and beverage manufacturing firms in Enugu State

		5	4	3	2	1	ΣFX	-	SD	Decision
		SA	A	N	DA	SD		X		
1	Training equips employees with the necessary technical knowledge and hands-on skills to handle machinery, operate processing systems, and manage safety protocols effectively	370 74 31.9	372 93 40.1	27 9 3.9	56 28 12.1	28 28 12.1	853 232 100.0	3.68	1.353	Agree
2	Skilled workers can perform tasks more efficiently and with fewer errors, thereby increasing production output.	455 91 39.2	352 88 37.9	45 15 6.5	14 7 3.0	31 31 13.4	897 232 100.0	3.87	1.330	Agree
3	Training enhances employee capability and competence, which directly contributes to increased productivity in manufacturing settings	565 113 48.7	384 96 41.4	27 9 3.9	4 2 .9	12 12 5.2	992 232 100.0	4.28	.977	Agree
4	Training improves technical skills, reduces errors, ensures quality compliance, and drives innovation all of which contribute to increased and sustainable production levels	455 91 39.2	363 121 52.2	12 4 1.7	18 9 3.9	7 7 3.0	855 232 100.0	4.21	.893	Agree
5	Through training, employees learn how to manage resources effectively, reduce wastage, and improve yield	455 91 39.2	424 106 45.7	12 4 1.7	44 22 9.5	9 9 3.9	944 232 100.0	4.07	1.067	Agree
Total Grand mean and standard deviation								4.022	1.124	

Source: Field Survey, 2025

Table 3, 167 respondents out of 232 representing 72.0 percent agreed Training equips employees with the necessary technical knowledge and hands-on skills to handle machinery, operate processing systems, and manage safety protocols effectively with the mean score of 3.68 and standard deviation of 1.353. 179 respondents representing 77.1 percent agreed that skilled workers can perform tasks more efficiently and with fewer errors, thereby increasing production output with a mean score of 3.87 and standard deviation of 1.330. 209 respondents representing 90.1 Percent agreed that Training enhances employee capability and competence, which directly contributes to increased productivity in manufacturing settings with mean score of 4.28 and standard deviation of .977. 212 respondents representing 91.4 percent agreed that Training improves technical skills, reduces errors, ensures quality compliance, and drives innovation all of which contribute to increased and sustainable production

levels with mean score of 4.21 and standard deviation of .893. 197 respondents representing 84.9 percent agreed Through training, employees learn how to manage resources effectively, reduce wastage, and improve yield, with a mean score of 4.07 and standard deviation 1.067

Test of Hypotheses

Hypotheses One: Recruitment has significant relationship the customers retention of food and beverage manufacturing firms in Enugu State

One-Sample Kolmogorov-Smirnov Test

	Recruiting skilled and qualified personnel ensures that food and beverage manufacturing processes meet hygiene standards, safety regulations, and product specifications.	Well-recruited employees who align with the company's culture and values are more likely to be engaged and committed .	Recruiting the right personnel for these roles ensures smooth supply chain operations, which directly impact customer satisfaction and retention.	Effective recruitment brings in creative, adaptable, and customer-oriented employees who can contribute to product innovation,	Recruiting individuals with the right technical and quality control skills helps minimize production errors.
N	232	232	232	232	232
Uniform Parameters ^{a,b}					
Minimum	1	1	1	1	1
Maximum	5	5	5	5	5
Absolute	.440	.496	.470	.582	.556
Most Extreme Positive	.069	.134	.065	.095	.116
Differences Negative	-.440	-.496	-.470	-.582	-.556
Kolmogorov-Smirnov Z	6.697	7.550	7.156	8.863	8.469
Asymp. Sig. (2-tailed)	.000	.000	.000	.000	.000

a. Test distribution is Uniform.

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 ranges from $6.697 < 8.469$ 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 that Recruitment had significant positive relationship the customers retention of food and beverage manufacturing firms in Enugu State

Decision

Furthermore, comparing the calculated Z- value ranges from $6.697 < 8.469$ against the critical Z- value of 0.000 (2-tailed test at 95 percent level of confidence) the null hypothesis was rejected. Thus the alternative hypothesis was accepted which states that Recruitment had significant positive relationship the customers retention of food and beverage manufacturing firms in Enugu State

Hypotheses Two: Training has significant relationship operational costs of food and beverage manufacturing firms in Enugu State

One-Sample Kolmogorov-Smirnov Test

	Training equips employees with the necessary technical knowledge and hands-on skills to handle machinery, operate processing systems, and manage safety protocols effectively	Skilled workers can perform tasks more efficiently and with fewer errors, thereby increasing production output.	Training enhances employee capability and competence, which directly contributes to increased productivity in manufacturing settings	Training improves technical skills, reduces errors, ensures quality compliance, and drives innovation all of which contribute to increased and sustainable production levels	Through training, employees learn how to manage resources effectively, reduce wastage, and improve yield
N	232	232	232	232	232
Minimum	1	1	1	1	1
Maximum	5	5	5	5	5
Absolute	.470	.522	.651	.664	.599
Positive	.121	.134	.052	.030	.039
Negative	-.470	-.522	-.651	-.664	-.599
Kolmogorov-Smirnov Z	7.156	7.944	9.914	10.111	9.126
Asymp. Sig. (2-tailed)	.000	.000	.000	.000	.000

a. Test distribution is Uniform.

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 ranges from $7.156 < 10.111$ 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 that Training had significant positive relationship operational costs of food and beverage manufacturing firms in Enugu State

Decision

Furthermore, comparing the calculated Z- value ranges from $7.156 < 10.111$ against the critical Z- value of 0.000 (2-tailed test at 95 percent level of confidence) the null hypothesis was rejected. Thus the alternative hypothesis was accepted which states that Training had significant positive relationship operational costs of food and beverage manufacturing firms in Enugu State

Discussion of findings

Recruitment has relationship the customer's retention of food and beverage manufacturing firms in Enugu State

From the result of hypotheses one, the calculated Z- value ranges from $6.697 < 8.469$ against the critical Z- value of 0.000 which implies that Recruitment had significant positive relationship the customers' retention of food and beverage manufacturing firms in Enugu State. In the support of the result in the literature review, Adebola & Banjo (2017) conducted a study on Recruitment and Selection Procedures and Their Relative Effectiveness on Employees' Performance in The Hospitality Industry in Ogun State. The result of the study shows that there was correlation between recruitment and selection and employee's performance were highly significant. Ebuzoeme, (2022) conducted a study on the Impact of Employee Recruitment and Selection Resourcing Strategy on the Performance of Food and Beverage Manufacturing Companies. The findings of the study revealed that employee resourcing strategy had positive impact on company performance. Recruitment strategy had positive impact on company performance as well as selection strategy, although the impact of recruitment strategy on performance was less.

Training has relationship operational costs of food and beverage manufacturing firms in Enugu State

From the result of hypotheses two, the calculated Z- value ranges from $7.156 < 10.111$ against the critical Z- value of 0.000 which implies that Training had significant positive relationship operational costs of food and beverage manufacturing firms in Enugu State. In the support of the result in the literature review, Mbonu, Obayan, Oke, Amuta, Okwu (2018) conducted a study on Training and Employee Retention in Nigeria's Food Processing Industry. The results indicate that there is a significant positive relationship between corporate training and employee retention ($r = 0.58$ at $p=0.0001$). Also, employee intention to stay and employee commitment are significant predictors of employee retention. Eke, (2020) conducted a study on the Green training and corporate sustainability of food and beverage manufacturing firms in Rivers State. The study findings revealed that there is a significant relationship between interactional justice and all the measures of employee attitude of Deposit Money Banks in Rivers State.

Summary of Findings, Conclusion and Recommendations

Summary of findings

- i. Recruitment had significant positive relationship the customers retention of food and beverage manufacturing firms in Enugu State, Z (8.469, P. >. 05)
- ii. Training had significant positive relationship operational costs of food and beverage manufacturing firms in Enugu State, Z (10.111, P. >. 05)

Conclusion

The study concluded that Recruitment and training had significant positive relationship the customers retention and operational costs of food and beverage manufacturing firms in Enugu State. Human Resource Management (HRM) practices such as recruitment, training, performance appraisal, and employee motivation play a critical role in enhancing organizational performance in food and beverage manufacturing firms. Effective HRM ensures the right talent is hired, adequately trained, and continuously developed, leading to increased productivity, improved product quality, and higher employee engagement. This, in turn, results in better customer satisfaction, operational efficiency, and profitability. In a competitive and quality-sensitive industry like food and beverage, strong HRM practices are essential for sustaining high performance and achieving strategic goals.

Recommendations

Based on the findings, the following recommendations were proffered:

- i. Food and beverage manufacturing firms should implement strategic recruitment practices that focus on hiring candidates with strong customer service orientation, communication skills, and an understanding of consumer preferences. By recruiting employees who are not only technically qualified but also customer-focused, firms can enhance customer interactions, build trust, and improve overall customer experience leading to higher customer retention.
- ii. Food and beverage manufacturing firms should invest in targeted employee training programs focused on efficient resource usage, waste reduction, and preventive maintenance. Such training enhances workers' skills in operating machinery effectively and adhering to standard procedures, which reduces errors, minimizes downtime, and ultimately lowers operational costs.

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