



TEAM COLLABORATION AND EMPLOYEE PRODUCTIVITY OF FOOD AND BEVERAGES FIRMS IN RIVERS STATE, NIGERIA

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ABSTRACT

This study investigated the relationship between team collaboration and employee productivity in food and beverages manufacturing firms in Rivers State, Nigeria. The theoretical framework incorporated Belbin's SICCTRMPS Role Model Theory to elucidate how collaboration can enhance employee productivity. A sample size of 300 respondents was determined from a population of 1,200 using Taro Yamane's sampling formula. Data for the study were collected through personal interviews and questionnaires. Out of 300 distributed questionnaires, 292 were retrieved and used for data analysis. The data were analyzed using Spearman's Rank Order Correlation Coefficient, facilitated by the Statistical Package for Social Sciences (SPSS version 23.0). The findings indicated a significant positive relationship between team collaboration and employee productivity in these firms. Consequently, the study recommends that managers of food and beverages manufacturing firms should prioritize participative management to enhance employee skills, experience, and involvement in decision-making processes. This can be achieved through fostering collaboration. By focusing on these aspects, firms can improve task accomplishment, timeliness of output, and employee innovativeness, ultimately leading to higher productivity and competitiveness in the industry.

Keywords: Team collaboration, employee productivity, food and beverages manufacturing firms



INTRODUCTION

The importance of employee productivity in any organization cannot be overstated. The primary goal and objective of every established business organization is to make a profit through increased productivity and enhanced job performance. Employee productivity refers to the quality and quantity of products and services produced by an employee within a given period (Murkic et al., 2015). It signifies an employee's ability to deliver the desired output efficiently and effectively within a specified timeframe. In the context of manufacturing firms, particularly in the food and beverages sector, this entails the transformation and conversion of raw agricultural products into consumable goods. Employee productivity is crucial as it directly influences the performance, profitability, and sustainability of an organization (Tahire et al., 2014).

In any organization, four basic resources require significant attention: people, machines, money, and materials. Among these, human resources are the most critical, as they are the driving force behind all other resources. Effective and efficient employee performance is paramount for an organization to achieve its goals and objectives (Adair, 2018). In the competitive landscape of business, organizations must continuously strive to improve productivity, which can only be achieved through the effective utilization of human resources (Hanaysha, 2016). Employees are the core component that contributes to increased productivity in firms (Bhat, 2013). Thus, understanding and enhancing employee productivity is vital for the success and competitiveness of manufacturing firms, especially in the food and beverages sector.

The food and beverages manufacturing industry in Rivers State, Nigeria, plays a significant role in the country's economy. These firms engage in the transformation and conversion of agricultural crops into consumable goods and services, essential for the health and welfare of society. According to the World Trade Organization (2020), Nigeria is the largest food basket in Africa, with substantial investments in local firms and high levels of exports of processed agricultural products. The activities of food and beverages firms in Nigeria have contributed to 22.5% of the total manufacturing value and 4.6% of the country's Gross Domestic Product (GDP) (World Bank, 2021). In 2017, spending on food and beverages in Nigeria was estimated at about 44 billion US dollars (Flanders Investment & Trade, 2020). However, as these firms grow in complexity, they encounter increasing challenges in maintaining and improving productivity.

The effective performance of food and beverages manufacturing firms in Rivers State requires skilled and professional employees. According to the National Bureau of Statistics (2021), these firms employed about 1.5 million Nigerians and non-Nigerians, thereby reducing the rate of unemployment in the country. The sector operates across multiple trades, including fresh produce and locally processed goods, transforming domestic agricultural products for local and international markets. The high demand for food and beverage products in Nigeria necessitates the employment of highly trained and committed employees. However, finding and retaining such employees is challenging due to the competitive scramble for qualified personnel by various business organizations. To address this, firms must provide attractive welfare packages and create a conducive work environment to motivate and retain their workforce (Benrazavi et al., 2013).

Team collaboration is a critical factor in enhancing employee productivity. Collaboration involves the concerted effort of employees working together to achieve common organizational goals. Effective collaboration leads to the pooling of diverse skills, knowledge, and experiences,



which can result in innovative solutions and improved processes. Participative management, where employees are actively involved in decision-making processes, is a strategic approach to foster collaboration and enhance productivity and job satisfaction (Yohe, 2003). There are various types and degrees of participative management, one of which involves employees controlling and determining the nature of production processes through joint decision-making (Vernoy et al., 2008). Armstrong (1995) emphasized that participative management aims to enhance optimal productivity by making employees feel integral to the organization. This approach helps businesses tap into the potential of their employees, facilitating better management and higher productivity. Pearce & Robbins (2016) noted that in the global economy, where competition is increasingly intense, organizations must adopt participative management to sustain their operations and remain competitive.

This study on team collaboration and employee productivity within food and beverages manufacturing firms in Rivers State, Nigeria, is imperative. The sector is vital to the economy, and addressing the challenges related to employee productivity is crucial for its growth and sustainability. By fostering a collaborative environment and involving employees in decision-making processes, these firms can enhance productivity, innovation, and job satisfaction. This study aims to fill the knowledge gap by exploring the relationship between team collaboration and employee productivity in this context, providing valuable insights for business organizations

Statement of the Problem

Employee productivity is crucial for the success of any organization, and this is particularly true for food and beverages manufacturing firms in Rivers State, Nigeria. Firms that integrate participative management practices and foster team collaboration tend to experience higher levels of job satisfaction and increased productivity (Kelemba & Davis, 2017). However, the opposite is true for many food and beverages manufacturing firms in Rivers State. These firms have largely failed to involve employees in decision-making processes, leading to poor job satisfaction and low employee morale, which ultimately hampers productivity (Igbokwe-Ibeto, 2012). The absence of a collaborative environment has created significant challenges in producing the required quantity and quality of products, affecting the overall performance of these firms (Man, 2007).

The dynamic and demanding nature of the food and beverages sector in Rivers State necessitates a motivated and engaged workforce to meet production targets and maintain competitive standards. However, the lack of effective collaboration within these firms has resulted in low morale among employees, as evidenced by frequent complaints and declining productivity. Employees feel undervalued and disconnected from the organizational goals, leading to a lack of commitment and subpar performance. This scenario has created a vicious cycle of low productivity and poor organizational performance, further exacerbating the challenges faced by these firms (Isaac, 2000). The inability to transform and convert agricultural crops into consumable items efficiently has become a major problem for these firms, undermining their growth and development.

The behavior of employees in food and beverages firms in Rivers State has also become a significant concern. Employees have developed a low spirit, job dissatisfaction, and a lack of trust in management. There is no effective collaboration between management and employees, which has contributed to the low team spirit within the organization. Ethnocentrism and other negative attitudes have further hindered teamwork and cooperation, causing employees to focus more on personal goals rather than aligning with the organization's mission and vision. This has

resulted in a general attitude of apathy towards task completion, leading to poor organizational performance (Man, 2007). Employees' demands for wage increases, better working conditions, and improved welfare are rising, leading to frequent industrial actions and conflicts between employees and management. These issues have widened the gap between employees and management, making it difficult for managers to motivate and treat workers in a way that aligns with organizational goals.

Furthermore, the lack of effective collaboration has made it difficult for food and beverages manufacturing firms in Rivers State to attract and retain the best employees. These firms struggle to employ workers who are willing to work collaboratively and contribute positively to the organization. The increasing complexities related to employee behavior and the absence of a collaborative environment have left these firms confused about how to manage their workforce effectively. As a result, they often end up managing employees in an ad-hoc manner, leading to further decline in productivity. The numerous challenges facing these firms, including non-participative management practices, lack of employee training programs, lack of trust between employees and management, poor motivational packages, and inadequate working conditions, have collectively contributed to the decrease in productivity (Benrazavi et al., 2013).

The food and beverages manufacturing sector in Rivers State is facing a myriad of challenges that have resulted in instability and an inability to compete favorably with similar firms globally. The key problems include a lack of team collaboration, poor participative management practices, lack of trust between employees and management, and inadequate conditions of service. These issues have collectively led to a decrease in productivity, making the performance of the sector fall below expectations. This study aims to investigate the relationship between team collaboration and employee productivity in food and beverages manufacturing firms in Rivers State, with the goal of providing practical insights and solutions to enhance organizational performance and competitiveness. By addressing these challenges and fostering a collaborative environment, these firms can improve employee productivity, job satisfaction, and overall performance, ultimately contributing to the growth and development of the sector.

Aim and Objectives of the Study

The aim of this study is to investigate the relationship between Team collaboration and Employee Productivity of Food and Beverages Firms in Rivers State, Nigeria. To achieve the aim, the objectives are to;

1. ascertain the relationship between Collaboration and Task Accomplishment in Food and Beverages Firms in Rivers State.
2. evaluate the relationship between Collaboration and Timeliness Output in Food and Beverages Firms in Rivers State.
3. ascertain the relationship between Collaboration and Employee Innovativeness in Food and Beverages Firms in Rivers State.

Research Questions

The following research questions were raised by the researcher to guide the study.

1. How does Collaboration relate with Task Accomplishment in Food and Beverages Firms in Rivers State?
2. In what ways does Collaboration relate with Timeliness Output in Food and Beverages Firms in Rivers State?
3. What is the relationship between Collaboration and Employee Innovativeness in Food and Beverages Firms in Rivers State?



Hypotheses

This study formulated the following research hypotheses to guide the research work

- H₀₁:** There is no significant relationship between Collaboration and Task Accomplishment in Food and Beverages Firms in Rivers State.
- H₀₂:** There is no significant relationship between Collaboration and Timeliness Output in Food and Beverages Firms in Rivers State.
- H₀₃:** There is no significant relationship between Collaboration and Employee Innovativeness in Food and Beverages Firms in Rivers State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Collaboration

Collaboration is the method or principle in which management of an organization encourages an employee to work together with other employees, people in an organization (Allen, 2011). It is the approach organizations apply for the purposes of proffering solutions or solving a particular problem challenging the corporate existence of the company (Angham, 2016). It is also an approach that brings employees together to solve a problem beyond an individual capability and different from the already familiar method as an alternative means of tackling the said problem (Barlet, 2011).

As one of the dimensions of Participative Management, Collaboration is also a method in which the organizational efficiency is maximized or improved (Bate & Holton, 2010). This method of approach as part of Participative Management is also in most situations familiar or used in many companies where organizational problem-solving processes shifted from unilateral approach to collective method of mutual learning (Bhat, 2013). Collaboration in this context is a deliberate management construct in which workers are allowed by the managers of the organization to express or present their needs and at the same time proffer solutions through (innovative and creative) to solve the problem challenging the company (Ingram, 2010). It is a strategy designed to bring about mutual and consensual decision making as it helps members of the organization establish more cordial relationship between one another and it also helps to develop more respect for one another. Hence, Collaboration is one of the Participative Management strategies that provide opportunities for employees to present their needs to the management for consideration and attainment (Homburg et al., 2012). Workers Collaboration between one another promotes or encourages individual workers to develop skill, knowledge and become concerned over their personal interest and that of the firm. It is a management style that focuses on solving problems facing both the management and individual employees of the firm (Jacquiline, 2014). Employees use Collaboration to accede (agree) among themselves based on their individual choices of need and present such demands to the management through personal interaction with the organization. (Okunribido, 2015). Workers of every organization comprises characteristic such as age, gender, designation and years of work experience, so their demands or needs differ from one to another (Samad & Shapour, 2011). There are factors such as demographic diversities that can be a unifying factor that bring employees together to collaborate with one another in order to achieve firstly, individual goals of the employees and secondly the goals of the business organization (Sashki, 2014).

Productivity

Productivity is a very important factor in measuring how the product and services are monitored and supervised during the production process of activities or performance in the workplace (Alie et al., 2018). Scholars in this field state that there must be production performance management which a lot are expected to be done to achieve (efficiency + effectiveness). A well-organized performance management yields continuous and successful management style which helps an organization to know if the vision and mission objectives aimed is channeled towards the target that leads to the establishment of the organization are being followed and realized or not (Somech, 2019). This process helps the organization to identify areas of weakness, strength, opportunities and threats that generated from the market which demonstrates the fact that productivity is very important at this level (Parastoo et al., 2012). Firms go at lengths to identify their weak points, so they try as much as possible to focus on those areas that hamper organizational performance to produce the expected result. By addressing the identified areas of weakness militating against the achievement of the organization's goal, all the departments that links to the production performance process are to be controlled to produce the expected productivity (Gardner, 2015). According to Foss and Ellefson (2012), over production can sometimes lead to organizational failure in terms of firm's growth, some scholars also believe that a report of profit declaration is just a mere result and not a real measurement of good performance credited to the organization. The, productivity in this contest proves that the efficiency, effectiveness, performance process and policies are strictly maintained by the company (Agwu, 2015). Therefore, profit and policies strictly achieved and maintained by the company do not mean the organization performed well. Good performance can only be reported by the company that produces the expected quality and quantity of product and services which is productivity Okwandu. (2006). What is expected to be reported is productivity and not profit so that any defect or reject appearing during the production process can be corrected. Therefore, a favorable productivity report produces corresponding profit report. At this point, Drucker (2013) identified or found out the difference between efficiency and effectiveness. He referred efficiency as "doing things right, while effectiveness was defined as doing the right things. Simply put, organizations that consider itself effective is only when they achieve the objective of the company. The most notable among them is when they deliver the value of product and services customers of the organization expected (Tangen, 2015). Customers of organizations are said to be satisfied when there are quality/quantity effective product and timely service delivery. Effectiveness is not easily defined in this context but it is the relationship between Input and Output in an organization (Agwu, 2015).

Task Accomplishment

A Task is a component part of the total job that needs to be accomplished or completed within a defined stated period of time. It is a small unit of work that has deadline for completion towards achieving the desired goals. It is a piece of work in segments that are split into different components of a particular project. A Task can be split into smaller segments and must have a starting and ending time and date of completion (Dobble, 2013). Once a Task is assigned to an employee, it is expected to be executed. For a Task to be completed, the components of other Tasks must be completed as well. The coordination of other Tasks assigned to employees must also be required. As employees are coordinated to interact with each other to execute a Task, it helps to integrate the time, energy, effort, ability, and resources of individuals to achieve a



common goal. Employee co-ordination in the process of Task Accomplishment involves and binds workers together into one entity to complete a larger Task (Agwu, 2015). Aydin and Ceylan (2019) insist that to succeed in carrying out a Task by a competent employee, it is important that those employees assigned to perform the Task understand what they are expected to achieve. This ranges from profitability, organizational growth, survival of the organization, and expansion of the organization among others. The effort by the coordinated workers helps employee or subordinates establish a cordial relationship with each other before they can accomplish the objectives of the organization, including the employee personal interest. The assignment of Tasks to employees must be clear and understood by the assignees. Obasi (2012) noted that the principle of objective states that before one initiates or wants to carry out a project, the initiator must have knowledge of the nature of the project to be embarked upon, the objective of what to be achieved from the project (Task), must understand or have experience of the project to be embarked upon, and the project must be clearly stated. Furthermore, those assigned to perform the Task must be authorized (authority). The authority assigned to the employees must be a full one, so that the assignees will not be frustrated and eventually fail in performing the Task as expected by the organization. In addition, those of the employees that are to be selected to perform the Task must be properly chosen without any form of favoritism and sentiment. In fact, not all members of the organization's staff are mentally competent to be assigned with such a responsibility and not all are capable of carrying out such a Task. Those employees that are discovered not to possess the skills, knowledge and experience or poorly motivated are not meant to be assigned to carry out such Tasks (Darden & Babin, 2014).

Timeliness of Output

According to AFREC (2018), Timeliness is defined as the measurement of how many times within a specified period a Task is achieved or performed. Timeliness of Output is determined by time and punctuality. It is also referred to as the speed in which products and services are produced and delivered within a specified given time (Angham, 2016). Timeliness is also referred to the speed in which a Task or product is completed within the deadline. According to (Bateman & Snell, 2014), missing deadlines might mean missing the opportunity to be productive. It also means that an organization is operating on stale data and making wrong decisions.

Effective time management of an organization affects positively the productivity of the organization and helps workers to cope with over burden, resolve conflicts and unnecessary pressures that may bedeviled the organization efficiently. According to Garvin (2010) effective time management allows employees to allocate specific time to each of the activities based on their importance. Time management refers to making the best use of time as time is always limited.

Effective time however demands the application of a good sense of judgment and the organization in the lives of both the managers and employees. Time management may also affect period of high demand, the organization at this point, employ more number of employees, add more facilities and equipment. Companies may as well motivate or attract consumers by reducing the prices of their goods and services during low demand periods (Garvin, 2010). Companies may also like to use reservations or storing of goods in other to spread the demand evenly among the customers. When customers waiting time for delivery is too long, the company that produces such product may indeed make consumers to be unhappy. Service providers may



even miss one or several sales opportunities or even worse, they can also lose a loyal customer despite an effective service recovery strategy.

Employee Innovativeness

Employee Innovativeness can be defined as the engagement in innovative behaviors of employees of an organization which includes the behaviors that relate to innovation process i.e., idea generation, idea promotion or enhancement and idea realization with the aim of producing innovative products and services (Ramamoorthy et al., 2015). Innovation is connected to the implementation or adoption of feeling or novel ideas that can in turn be categorized as either technological or administrative creativity is said to be central when it comes to innovation process, many authors differentiate between creativity and innovation (Anderson et al., 2014; Miron et al., 2014). Innovation can as well be seen as when creativity is implemented successfully, and the innovativeness must be something that produces economic value, while creativity is something that has to do with idea leading to production of goods and services (Schoff & Bruce, 2014). It can also be argued that creativity requires innovativeness. No doubt, without innovation in the workplace, no business established can record any significant growth (Dede, 2019). The ones or responsibility to achieve innovativeness lies on the shoulders of the management of the organization.

It is the duty of the management of an organization to put in place a system that promotes collaborative innovation among its employees in the workplace to improve their skills and use the acquired skill to the advantage of their business activities (Edigin, 2019). Innovativeness in an organization can be achieved when the management promotes or encourages healthy working environment and cordial relationship with the workers. The management should ensure the workers always feel at home while discharging their responsibilities (Edward, 2019).

Furthermore, during brainstorming sessions, business managers of an organization should engage all their employees to share and opine their views about the activities of the business.

According to Davis, (1990) overall innovation is very important to business, especially in today hyper-competitive environment in this study. According to statistics, 84% of global business executives believe that innovation is paramount to their growth strategy.

Theoretical Framework

Belbin's Team Roles Theory (2003)

Belbin's Team Roles Theory describes individual specific characters of members of the Team. It also specified the role of each member of the Team participants to be exceptional and different from each other in the group performance. Belbin also argued that each individual member of the Team tends to embrace very special behavior to correspond with the role assigned towards achieving the goal of accomplishing the desired Task. Belbin's Team Role model was designed and promulgated in 2003. To support this argument, he used self-perception questionnaire in his research for the purposes of discovering the various Team roles of each employee as a member in the group in the organization. The outcome of the research according to Belbin, revealed that there are nine different roles that form unique characteristics as each member of the Team needs to perform towards achieving the Task or project. Belbin in addition found out that there are strengths and weaknesses in every role performed by each member in a Team, which must be clearly understood by leaders of each Team. To drive Teams to achieve greatness, it is imperative (important) for each Team leader to understand properly the role each member plays in the Team. According to Belbin, for a Team to be a highly performing Team, the role assigned



to each member of the Team must be chained together in other to increase Team overall organizational productivity and profitability. Belbin in another analyses stated that the formation of a Team reveals the role performed by individual member of a Team. It is also important as it contributes to overall productive Team achievement of every organization. According to Myers-Briggs, he assisted the Team formulating and model coordinator being one of the assigned members of the Team to find out the behavior of a particular member of the Team that is not supposed to be included in a particular Team and how such individual should be placed to another relevant group in order to thrive and achieve the organizational performance. Belbin Theory viewed a Team role as a tendency to behave in line with the organizational desire and achieve the firm's goal, contribute as members of the Team and to interrelate with each other in a special way. There are three each "peoples – Oriented roles".

Three people –oriented roles

- Shaper
- Implementer
- Completer finisher

Three *people – oriented roles*:

- Coordinator
- Team worker
- Resource investigator

Three cerebral roles:

- Plant
- Monitor evaluator
- Specialist

Belbin's theory is very important in this study as it aims to stress the importance of Team work and Collaboration thereby impacting useful knowledge and skills in Teamwork management.

Empirical Review

Kelemba et al., (2017) undertook a study on the influence of participatory management practices on Employee Productivity in the public service in Kenya. The study was aimed to determine the influence of Participative Management practices on Employee Productivity in the public service in Kenya. The processed data was then presented in tables using simple frequencies and percentages as summarized. The study concludes that Participative Management enhances democracy in the workplace, enhances changes, encourages innovation, creativity and allows for effective decision-making and networking. The study recommended that organizations should promote capacity building of employees on appraisal; prompt promotion of employees, provide higher remuneration and good rewards to high employee achievers to enhance commitment and improvement in the work environment including effective communication and involvement of employees in decision making. The study findings can be applied in policy formulation and as the basis for further studies in the fields of business management and human resources.

Okiomah (2020) examined the relationship between participatory management and organizational performance of manufacturing Firms in Rivers State, Nigeria. The findings revealed the existence of significant relationship between the dimensions of participatory management namely; decision domain, degree of participation, structure and organizational performance. It was then concluded that practices directed at enhancing levels of participation of subordinates in the decision-making process should be encouraged in the organization as this



will ultimately enhance the performance of workers thus leading to positive organization's outcomes. This gave rise to our recommendations for the manufacturing Firms and other business organizations operating in this era of heightened competitiveness; to strive and involve every organizational member in the decision making even in any strategic matter as each member of the employees has, vital Input to lend and in that way a sense of belonging is built among the workers to motivate them, remain productive and contribute without much pains to the attainment of organizational goals and objectives.

Nwizia and Okachi (2020) investigated the relationship between group cohesiveness and organizational effectiveness in the telecommunication Sectors, Rivers State. The objectives were formulated to vividly explain the concepts of organizational effectiveness. Task and social Cohesion were used as dimensions of group cohesiveness while goal Accomplishment and adaptability were used to explain the concepts; Social cognitive theory, social identity theory and self-categorization theory were used as a backdrop of the study. It was revealed that group cohesiveness significantly relates to organizational effectiveness. It was concluded that relationship exists between group cohesiveness and organizational effectiveness. It was recommended that management should involve employee's group cohesiveness and decision making styles in order to increase effectiveness and productivity.

Ezekiel et al., (2015) conducted a study to identify the forms of Participative mechanisms used at Moi University and investigated the employee views toward participatory management system. The findings of the study indicated that Participative management was beneficial to the organization in many ways such as boosting the employee morale, improving quality of decision-making and trust between management and employees. However, its implementation in public institution must be done within the limits set in the statutes that created the organization. It was concluded that participatory management has not been very effective in Moi University because of management reluctant to share power, non-liberal information sharing, and crisis of confidence on the part of the employees representation. It was recommended that university management should try to introduce changes that would reduce the current bureaucratic procedures that are in the place in order to expand the space for employee participation. Further research should be done on legal issues relating to implementation of participatory management.

Ugwu et al., (2020) examined participatory management and employee satisfaction in Afam Power Holding Plc in Port Harcourt, Nigeria. The findings revealed that there exists a significant positive relationship between organizational structure and employee motivation. The study therefore, recommends that organizations should reinvent their strategy and adopt an organic structure which is more flexible to promote creativity and innovation in the workplace.

Irawanto (2015), examined Employee Participation in Decision-Making using a State-owned enterprise in Indonesia. The study adopted descriptive statistics; the data gathered for the purpose of the study was through primary data with the aid of questionnaire and it was analyzed using multiple regression analysis with the aid of SPSS software. The result from the findings revealed there is a positive significant relationship between participation in decision making and motivation in the state-owned enterprise in Indonesia.

Similarly, Ojokuku and Sajuyigbe (2014), examined the Effect of employee Participation in Decision Making on Performance of Selected small and Medium Scale Enterprises in Lagos, Nigeria. This study employed the use of primary data which were gathered through the aid of questionnaire. The total numbers of 156 questionnaires were administered in which 127 went to the employees and 29 went to the owners of the business and they were analyzed by inferential



statistics. Specifically, Product-Moment Correlation Coefficient and simple regression analysis were used. The result of the findings revealed that employee participation in decision making had a significant positive impact on organizational performance in the SMEs. The study recommended that Nigerian SMEs should pay attention to human resource management practices which they have hitherto largely ignored in the course of running their businesses.

On the other hand, Isichei and Godwin (2015) examined Decision Making in the Hospitality Firms in Nigeria, a study of selected hotels in the Federal capital territory, Abuja. The descriptive research design was employed to carry out this research work and the instrument used was questionnaire, the data collected was analyzed using multiple regressions. The results of the Findings showed that employees participation in decision making impacts on the performance of hotels in Nigeria. The study put forward among others that participation of employees should not just be biased but holistic to give them a sense of belonging.

Similarly, Abdulrahman (2016) examined Employee Participation in Decision-making (PDM) and Firm,s Performance. The research revealed that there is a significant positive relationship that exists between employee participation in decision making and firm performance. The study put forward that employee participation in decision making is an important component influencing firm performance.

In addition, Nuzhath (2014) studied Employee Participation and its impact on their Performance. The study adopted a descriptive design where questionnaire were administered to the employees (Team leaders) of the BPOs of different companies and service sectors. The study in different PBOs shows what makes an excellent performance of the organization and smooth employer and employee relation is the employee participation in decision making. Based on the research carried out, the study therefore stated that, there is a greater significant link between employee participation in decision making and their performance towards the organization. The study also put forward that employee participation in decision making affect the overall performance of the organization. Again, if the organization enhances participation of their employees in decision making it may lead to employee commitment, pool of ideas, loyalty, citizenship and trust towards the organization.

On the other hand, Dede (2019) also examined Employee Participation on Decision Making and Organizational Productivity. It was a case study of Cross Rivers State Board of Internal Revenue Calabar. The study adopts a qualitative data collection approach which was used to collect primary data with the aid of questionnaire. The study revealed that when employees participate in decision making, implementation becomes very easy and it will create a good working environment, increases commitment and satisfaction on decision making. It increases employee morale in the work place since they feel to be part of the management of the organization which has direct influence on productivity. The study recommended that employee should be given the necessary skills and adequate training needed in order to promote creativity and innovation through decision making and the required work attitude as this will enhance organizational efficiency.

METHODOLOGY

The cross-sectional research design used in this study is suitable because the respondents were not under the control of the researcher to respond to the item statements contained in the questionnaire or the instruments. The Population of the study comprise all the categories of individual employees of Food and Beverages Manufacturing firms in Rivers State. According to



the record available and obtained from the (industry) report, 2021) indicates that there are seven (7) operational Food and Beverages manufacturing firms in Rivers State. These firms have their branches in Port Harcourt. However, the study conducted research on 1200 respondents constituting lower, middle and top employees of the seven operational Food and Beverages firms. The 1200 respondents being the accessible population of the study were obtained from the human resource department of each of the Food and Beverages manufacturing firms in Rives State using purposive or convenience sampling technique. The study adopted Taro Yamane’s (1967) sampling techniques as it helps in determining the sample size of 300 from the huge population of 1200 respondents of the entire employees and management staff of the seven Food and Beverages manufacturing companies that were chosen as the sample size for the study.

In addition, Bowley (1964) technique was applied for the purposes of adequate distribution of the questionnaire to the individual Food and Beverages Firms of the study.

Below shows the individual population size of each Food of Beverages manufacturing Firms in Rivers State and Bowley’s (1964) technique:

(a) Taro Yamane’s formula (1967) and (b) Bowley’s (1964) technique.

$$n = \frac{N}{1+N(2)^2} \frac{N}{1+N(0.05)^2} \text{And } \frac{nNh}{N}$$

Taro Yamame’s (1967) sample and sampling formular is as follows;

$$n = \frac{N}{1+N(e)^2} \quad n = \text{Sample size}$$

e = Level of significance or degree of error expected
 N = Population of the study
 I = constant

While the Bowley’s (1964) technique for the calculation of the sample size in proportion to each firm of Food and Beverages Firms in Rivers State.

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

- Where nh = individual sample size (for each firm)
- Nh = The number of respondent in each Food and Beverages Firms in Rivers State
- n = Total sample size
- N = The accessible population size

Hence to compute the sample size for the distribution using Bowley’s (1964) formula see appendix 3 & 4 for detailed computation using Taro Yamane’s sampling technique and Bowley’s (1964) technique.

=(C-way Nig. Ltd)

Thus, in this case, the sample size is 300 respondents.

The nature of data collection was primary data collction. The primary source provided direct or first-hand evidence about the objective of the research. This study conducted tentative pilot study to ascertain the internal consistency of the reliability of the instrument. The questionnaire were partially issued to fifteen 15 employees of Food and Beverages firms in the industry to obtain vital information on how the employees are involved in Participative management of Food and

Beverages firms of their organizations. The CRONBACH ALPHA reliability coefficient was used to test for the reliability, and the study used SPSS version 23.0 for the computation of the test.

Table 1: Cronbach Alpha Test’s Result on Reliability of Instrument

N/s	Dimension/scale	Number of items	Alpha value	Remarks
1	Team Cohesion	5	0.861	Accepted
2	Task Accomplishment	5	0.808	Accepted
3	Timeliness Output	5	0.779	Accepted
4	Timeliness Output	5	0.857	Accepted
	Total	20		

Source: Field study (2024)

In the administration of the instrument two graduates were engaged to distribute the questionnaire to the respondents with attached written letter as a guide to the respondents on how the questionnaires were filled. The essence of engaging graduate assistants was because they were familiar with the environment and the staff of the firm in which the instrument or questionnaire were distributed. The questionnaires were retrieved within two-weeks after filling the document.

The descriptive statistical data analysis which consists of frequencies, percentages represented on a designed table containing Pie and Bar Charts were used to analyse the socio-demographic characteristics of the respondents, and research questions. Percentage representation of the analysis was used to analyze the responses from the While the multiple regressions or inferential analysis was used to test the hypothesis.

RESULTS, DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Demographic (Descriptive) Data Analysis

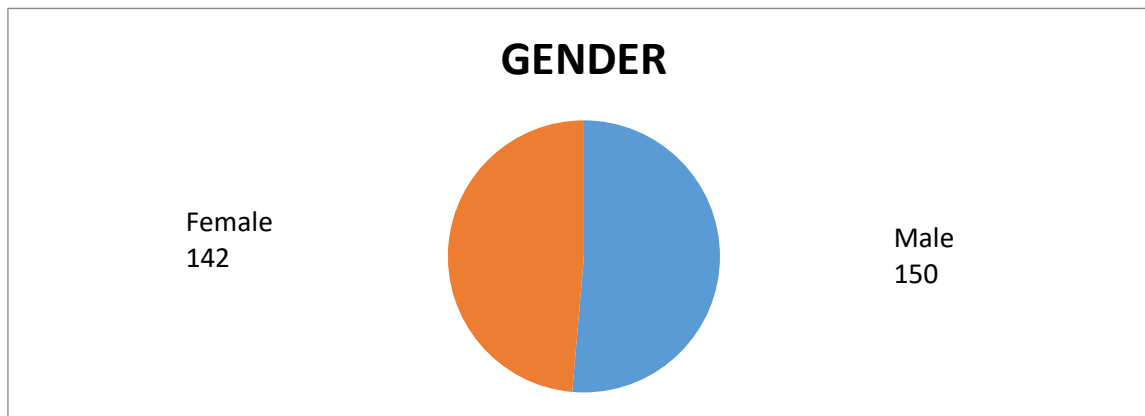


Figure 1: Gender of respondents. Source Excel output (2021)

The pie chart shown above in figure 1 indicates the percentage rate of the gender. The result shows that 150 were male while the female were 142 and this implies that the male recorded high percentage rate of respondents participated.

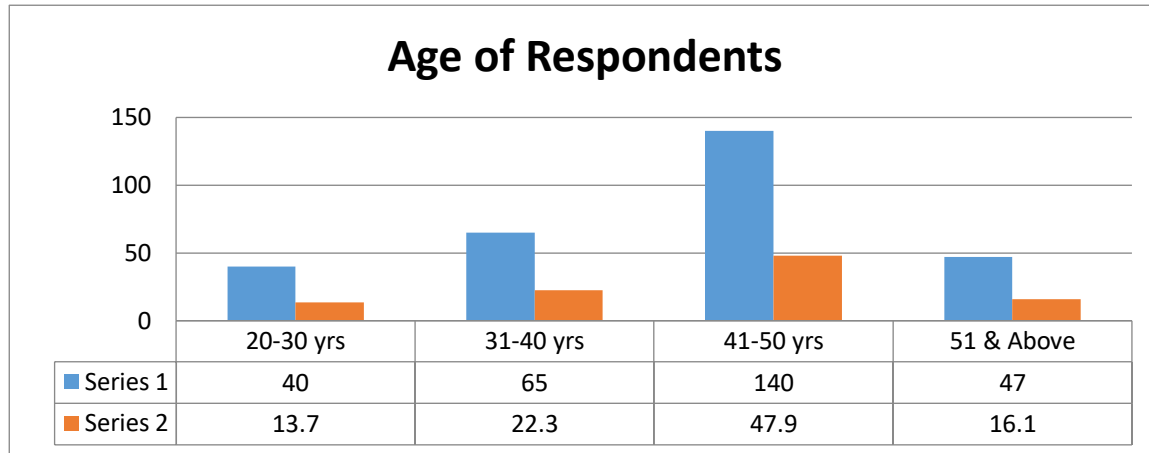


Figure 2: Age of Respondents. Source: Excel Output (2021)

This column on the bar chart of figure 2, represents the entire age bracket of the entire respondents. They generated demographic data for the study. 13.7 percent were between 20-30 years, 22.3 percent were between 31-40 years, 41-50 years of the respondents were 47.9 percent, while 16.1 were above 50 years. This shows that the highest percentage and frequency occurred at the age between 41-50 years.

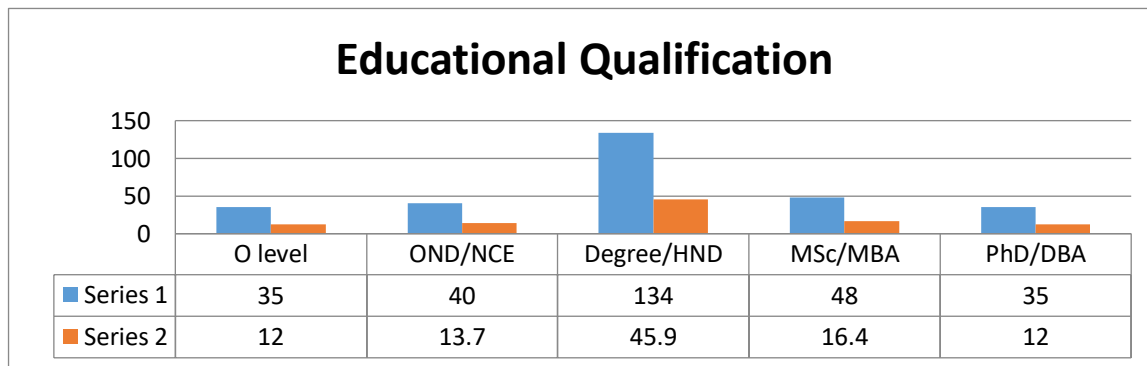


Figure 3: Educational Qualification of Respondents. Sources: Excel output (2021)

Figure 3 above showcased the column chart on the educational qualification of the respondents. The tallest column represents the highest number of employees that has degree/HND scored 45.9% seconded by OND/NCE 13.7% while MSC/MBA scored 16.4% and finally PhD/DBA and O level were left with 12.0%. The most frequency that occurred was Degree/HND holders.

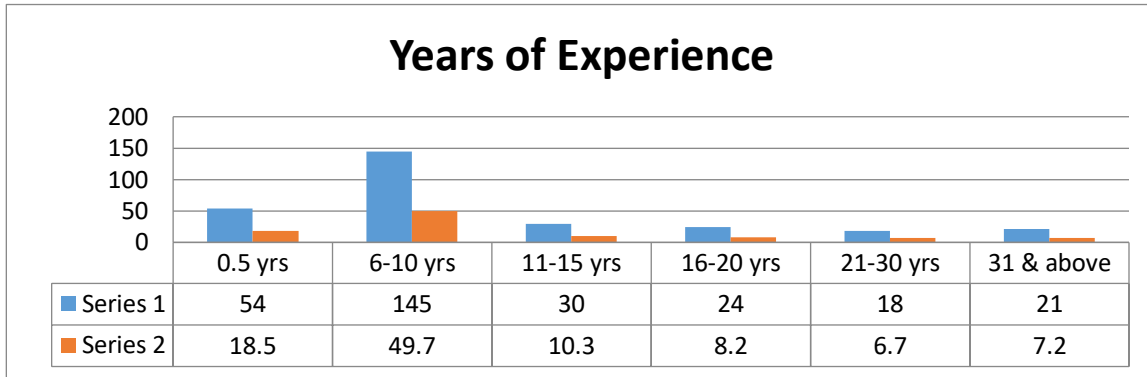


Figure 4: Years of Experience: Source output (2021)

The column chart of figure 4.5 shows the percentage of years of experience of the employees.

In this case 18.5% were between 0.5 years, 49.7% were between 6-10years, 10.3% were those between 11-15years, 8.2% were between 16-20years, 6.7% were also those between 21-30years. Finally, 7.2% were those that have experience between 31years and above.

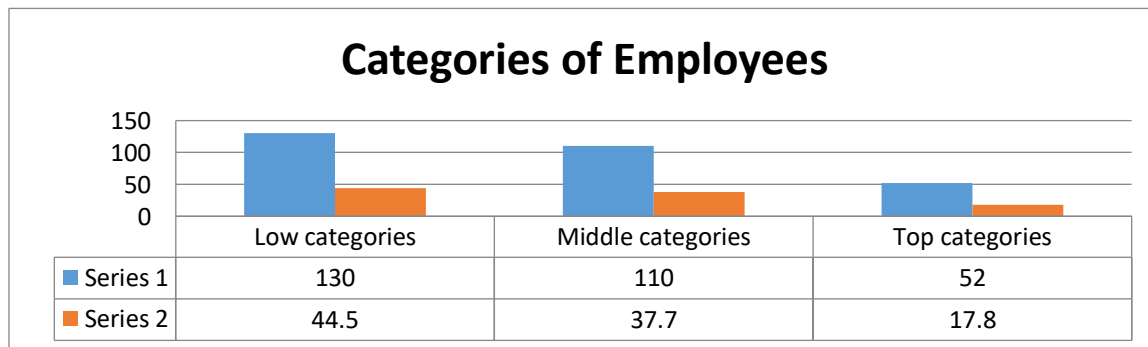


Figure 5: Categories of Employees. Sources: Excel Output (2021)

The result in figure 4.6 shows that most of the respondent employees were low categories. In Food & Beverages Firms, there are three categories of employees who form the work force of the firms. The Middle categories comprise the employees who are supervisors, assistant Supervisor of various departments of the firms in the industry while top categories of the employees are managers, foremen, chief accountants, heads of departments of the companies.

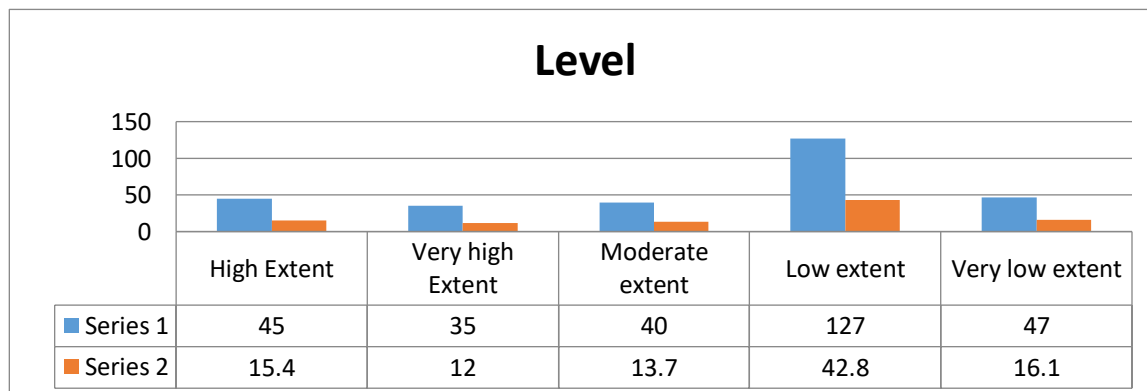
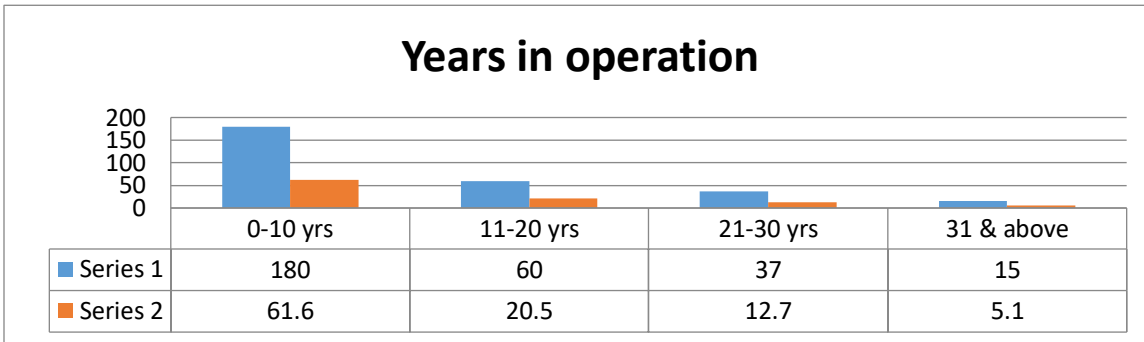




Figure 6 indicates the extent to which employees participate in decision making process to increase the productivity of their firm. The highest response making rate on the cylinder chart is 127 (42.8%) which indicates a low extent and at this point it means the majority of the respondents indicate low extent to which employees participate to decision making in Food and Beverages firms.



Source Excel Output (2021)

Figure 7: Years in Operation

The column chart of figure 4.8 clearly shows the percentage of years in operation of the employees. As a result of this, 180 (61.6%) were between 0-10 years, 11-20 years were 60 (20.5%), 37 (12.7%) were between 21-30 years while 31 years and above were 15 (5.1%) thus, the majority who responded to the questionnaire were 61.6%.

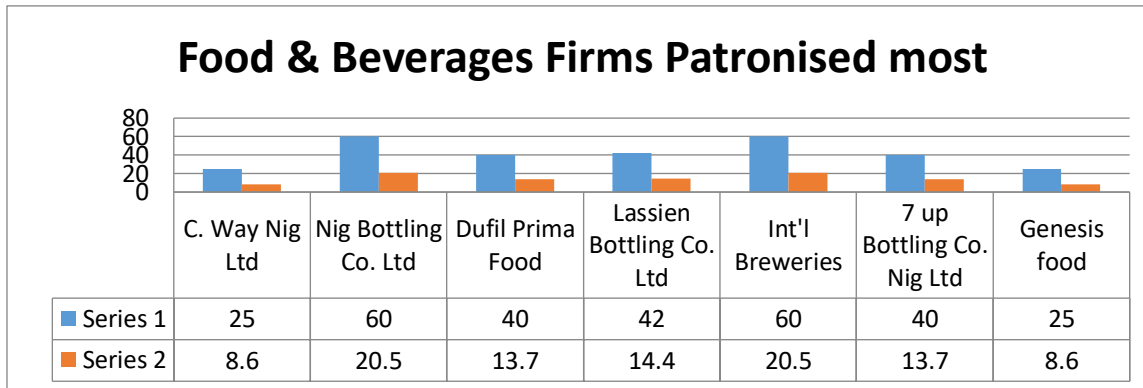


Figure 8: Food and Beverages firms patronised most: Excel output (2021)

From Bottling Co. Ltd and Int’L Breweries Ltd. It then means that majority of employees patronize most the Nigerian Bottling Coy. Ltd and Int’L Breweries Ltd followed by Lassien Bottling Coy. Ltd.



Table 2: Analysis of Items of Collaboration

S/No	Items	SA 5	A 4	D 3	SD 2	N 1	No	TS	Mean
6.	Seeking to build collaboration with my colleagues improves my work performance	142	60	42	28	20	292		
		710	240	126	56	20		1152	3.9
7.	Working collaboratively with my group enhances the organizational performance	125	60	50	40	17	292		
		625	240	120	60	17		1062	3.6
8.	Implementing the opinions of my colleagues when making key decisions motivates the employees	135	55	40	50	12	292		
		675	220	120	100	12		1127	3.9
9.	Creating Timeliness Output of employees help me to increase my knowledge	127	70	40	40	15	292		
		635	280	120	80	15		1130	3.9
10.	Giving employees the opportunity to make contributions during meetings gives me sense of ownership of the company.	100	120	25	30	17	292		
		500	480	75	80	17		1152	3.9

Source: SPSS output (2021)

Table 3: Percentage rate of respondents of items on collaboration

Seeking to build collaboration with my colleagues improve my work performance

Valid	Frequency	Percentage
strongly agree	142	48.6
Agree	60	20.5
Disagree	42	14.4
Strongly disagree	28	9.6
Neutral	20	6.9
Total	292	100

The result of table 3 shows that 48.6% of the respondents that answered the questions shows the highest respondents that answered the questions showed the highest response that strongly agreed that seeking to build collaboration with my colleagues improve work experience.

Table 4 Working collaboratively with my group enhance

Valid	Frequency	Percentage
strongly agree	125	42.8
Agree	60	20.5
Disagree	50	17.1
Strongly disagree	40	13.7



Neutral	17	5.8
Total	292	100

From table 4 indicates that 42.8% of the respondents shows high response rate which means majority strongly agrees that working collaboratively with their group enhances the organizational performance.

Table 5: Implementing the opinion of my colleagues when making key decisions motivates the employees

Valid	Frequency	Percentage
strongly agree	135	46.2
Agree	55	18.8
Disagree	40	13.7
Strongly disagree	50	17.1
Neutral	12	4.2
Total	292	100

From the result obtained, 46.2% is the highest respondents meaning that majority strongly agree that implementing the opinion of their colleagues when making key decisions motivates the employees.

Table 6: Creating Timeliness Output of employees help me to increase my knowledge

Valid	Frequency	Percentage
strongly agree	127	43.5
Agree	70	24.0
Disagree	40	13.7
Strongly disagree	40	13.7
Neutral	15	5.1
Total	292	100

Table 6 shows that 43.5% strongly agreed that creating Timeliness Output of employees helps to increase the workers knowledge.

Table 7: Giving employees the opportunity to make contributions during meetings gives them sense of ownership of in my company.

Valid	Frequency	Percentage
strongly agree	100	34.2
Agree	120	41.1
Disagree	25	8.6
Strongly disagree	30	10.3
Neutral	17	5.8
Total	292	100

Table 7 indicates that 41.1% embraces that the employees agreed that giving the opportunity to make contributions during meetings gives the employees sense of ownership in their company.



Table 8: Analyses of items of Task Accomplishment

S/N	Items	SA	A	D	SD	N	NO	TS	MEAN	STD
		5	4	3	2	1				
16	My firm always complete tasks effectively through collaboration	20	22	80	140	30	292			
		100	88	240	280	30		738	2.5	
17	My company always accomplish tasks as Result of coordination	19	28	85	130	30	292			
		95	112	255	260	30		762	2.6	
18	My organization complete task on time when we work together as a Team	20	29	86	127	30	292			
		100	116	258	254	30		750	2.6	
19	My firm produce quantity and qualitative products as we work as a Team	12	18	140	100	22	292			
		60	72	420	200	22		774	2.7	
20	I am motivated to accomplish tasks assigned to me	13	20	180	60	19	292			
		65	80	540	120	19		824	2.8	

Source SPSS output (2021)

Frequency table showing the percentage rates of Responses to items on Task Accomplishment

Table 9: My firm always complete tasks effectively through collaboration

Valid	Frequency	Percent
Strongly agree	20	6.8
Agree	22	7.5
Disagree	80	27.4
Strongly disagree	140	47.9
Neutral	30	10.7
Total	292	100.0

The result on table 9 shows that 47.9% of the respondents strongly disagreed implying that their firm do not always complete tasks affectivity through collaboration.

Table 10: My Company always accomplishes tasks as a result of coordination

Valid	Frequency	Percent
Strongly agree	19	6.5
Agree	28	9.6
Disagree	85	29.1
Strongly disagree	130	44.5
Neutral	30	10.3
Total	292	100.0

In respect to the result on table 10, 44.5% of the respondents being the lightest rate of the responses strongly disagreed that their company always accomplish takes as a result of coordination. The few employees who agreed might be some top management levels who are not



physically and directly involved in the production of quality and quantity products of the organization.

Table 11: My organization complete tasks on time when we work together as a Team

Valid	Frequency	Percent
Strongly agree	20	6.8
Agree	29	10.0
Disagree	86	29.5
Strongly disagree	127	43.5
Neutral	30	10.3
Total	292	100.0

The result in table 11 represents 43.5% of respondents which also is the highest respondents who strongly disagreed that their organization completes tasks on time.

Table 12: My firms produce required quantity and quality products as a Team

Valid	Frequency	Percent
Strongly agree	12	4.1
Agree	18	6.2
Disagree	140	48.0
Strongly disagree	100	34.2
Neutral	22	7.5
Total	292	100.0

The table 12 as indicated above shows that the highest rate that responded to the items statement were 140 representing 48.0% of the respondents who disagreed that their firms produce required and quality products as a Team.

Table 13: I am motivated to accomplish tasks assigned to me

Valid	Frequency	Percent
Strongly agree	13	4.5
Agree	20	6.8
Disagree	180	61.6
Strongly disagree	60	20.5
Neutral	19	6.5
Total	292	100.0

Table 13 shows that 61.6% of the respondents disagreed that they were motivated to accomplish tasks assigned to them.

The study engaged in the analysis items on Task Accomplishments based on 292 copies of questionnaire retrieved as shown on table 4.29 to 4.33 From the result, it shows that majority of the respondents disagreed with high percentage rate. Furthermore, univariate analysis was performed on Task Accomplishment. Majority of the respondents also do not agree that their employees are motivated to accomplish tasks assigned to them by the organization. Hence from the above results, it is quite obvious that all the items fall below 3.0 criterion mean and the standard ≤ 1.96 . Therefore the study accepted the response rates from item 16-20 which show that majority of employees are not motivated by their firms.



Table 14 Analysis of items of Timelines output

S/N	Items	SA	A	D	SD	N	NO	TS	MEAN	STD
		5	4	3	2	1				
21	My firm accompanies Task through Team collision	15	17	150	70	40	292			
		75	68	450	140	40		773	2.6	
22	My firm organization training Programme to enhance timeliness out put	17	19	160	76	20	292			
		85	76	480	152	20		813	2.8	
23	My firm recognize collaborative Team work to enhance timelines and effective productivity	6	8	190	83	5	292			
		30	32	570	166	5		803	2.8	
24	I intend to work with my company because it delivers and complete its task timely	12	18	180	50	32	292			
		60	72	540	100	32		804	2.8	
25	I am emotionally attached to my firm due to its timelines	13	17	185	60	17	292			
		65	68	555	120	17		825	2.8	

Source: SPSS Output (2021)

Frequency table showing the percentage rates of responses to items or timelines output

Table 15: My firm accomplish to Task through Team Cohesion

Valid	Frequency	Percent
Strongly agree	15	5.1
Agree	17	5.8
Disagree	150	51.4
Strongly disagree	70	24.0
Neutral	40	13.7
Total	292	100.0

Table 15 Indicates that 51.4% of the respondent disagreed that their firms accomplish tasks through Team collision.

Table 16: My firm organization training Programme to enhance Timeliness Output

Valid	Frequency	Percent
Strongly agree	17	5.8
Agree	19	6.5
Disagree	160	54.8
Strongly disagree	76	26.0
Neutral	20	6.8
Total	292	100.0



Table 16 results indicated that 54.8% of the respondents scored the lightest points who do not agree that their firms organizes training programme to enhance Timely Output.

Table 17: My firm recognizes collaborative Team Work to enhance timelines and effective productivity

Valid	Frequency	Percent
Strongly agree	6	2.1
Agree	8	2.7
Disagree	190	65.1
Strongly disagree	83	28.4
Neutral	5	1.7
Total	292	100.0

The result obtained from table 17 showed that 65.1% of the total respondents disagreed that their firm recognizes collaborative Team work to enhance Timeliness and effective productivity.

Table 18: I intend to work with my company because it delivers and complete its task timely.

Valid	Frequency	Percent
Strongly agree	12	4.1
Agree	18	6.2
Disagree	180	61.6
Strongly disagree	50	17.1
Neutral	32	11.0
Total	292	100.0

From the result obtained in table 18 shows 61.6% of the respondents rate disagreed that they intend to work with their company because it delivers and complete its task Timely.

Table 19: I am emotionally attached to my firm due to it Timeliness Output

Valid	Frequency	Percent
Strongly agree	13	4.5
Agree	17	5.8
Disagree	185	63.4
Strongly disagree	60	20.5
Neutral	17	5.8
Total	292	100.0

The result of the lightest respondent rate on table 19 shows that 63.4% disagreed also that they are emotionally attached to their firms due to its testiness output.

The study at this stage conducted detailed analysis out of the responses obtained from the employees based Timeliness Output. The result gathered on item statements from number 21 to 25 clearly revealed that majority respondents disagreed which also showed that they do not produce product/output or accomplish task timely due to several factors discussed in this study earlier. Based on this fact, from the above results, all the items fall below 3.00 criterions mean when the standard deviations is ≤ 1.96 . As a result the study accepted the response rates meaning that employees of Food & Beverages firms in Rivers State are not adequately committed to Timeliness Output of their Organizations.



Table 20 Analysis of items of Employee Innovativeness

S/N	Items	SA	A	D	SD	N	NO	TS	MEAN	STD
		5	4	3	2	1				
26	I am more creative when I work as a Team member	17 85	30 120	50 150	160 320	35 35	292	710	2.4	
27	My Company employ workers who are ready to work as a Team for innovation to develop the firm	6 30	15 60	190 570	70 140	11 11	292	811	2.8	
28	I am valued by my company because I came up with innovative ideas	13 65	20 80	60 180	170 340	29 29	292	694	2.4	
29	My firm invest largely on training because of employ perfect creativity	12 60	15 60	90 270	150 300	25 25	292	715	2.4	
30	My firm invest Readily on group research and development	14 70	13 52	70 210	180 360	15 15	292	707	2.4	

Source: SPSS Output (2021)

Frequency table showing the respondent rates of responses to items on Employee Innovativeness

Table 21: I am more creative when I work as a term number

Valid	Frequency	Percent
Strongly agree	17	5.8
Agree	30	10.3
Disagree	50	17.1
Strongly disagree	160	54.8
Neutral	35	12.0
Total	292	100.0

From the result obtained above on table 22, 54.8% of the respondents strongly disagreed that they are more creative when they work as Team members.

Table 23: My Company Employ workers who ready to work as a Team for innovative idea to develop the firm

Valid	Frequency	Percent
Strongly agree	6	2.1
Agree	15	5.1
Disagree	190	65.1
Strongly disagree	70	24.0
Neutral	11	3.8
Total	292	100.0



Table 24 indicates that 65.1% of the respondents which is the highest response rate disagreed that their company employ workers who are ready to work as a Team for innovation to development their Team.

Table 25: I am valued by my company because I came up with innovative ideas to development my firm

Valid	Frequency	Percent
Strongly agree	13	4.5
Agree	20	6.8
Disagree	60	20.5
Strongly disagree	170	58.2
Neutral	29	9.9
Total	292	100.0

The result obtained from table 25 from the respondents shows that 58.2% responded that they are not valued by their companies because they came up with innovative ideas to develop their firms.

Table 26: My firm invests largely on training due to the employee’s perfect creativity

Valid	Frequency	Percent
Strongly agree	12	4.1
Agree	15	5.1
Disagree	90	30.8
Strongly disagree	150	51.4
Neutral	25	8.6
Total	292	100.0

The result on table 26 shows 51.4% strongly disagreed that their firms invest largely on training due to employee’s perfect creativity.

Table 27: My firm invests heavily on group and development

Valid	Frequency	Percent
Strongly agree	14	4.8
Agree	13	4.5
Disagree	70	24.0
Strongly disagree	180	61.6
Neutral	15	5.1
Total	292	100.0

The result of descriptive statistical data analysis on table 27 indicates that 61.6% of the respondent rate strongly disagreed that their firm invest- heavily on group and development.

From table 4.20 to 4.24 respondents strongly agreed. This indicates that majority of the employees do not engage in employee innovative due to lack of job satisfaction and other basic incentives from the management of their firms.

From the above result, it is clear that all the items fall below 3.00 criterion mean, while the standard deviations are ≤ 1.96 . Based on this, the study accepted the response rates from items 26 to 30 that majority of employees are not evolved in “Employee Innovativeness in the business organization of Food & Beverages firms”.



Hypotheses Testing (Bivariate Analyses)

Test of Hypothesis (1)

The study tested the two variables to attend to the research question (1) which seek to know the relationship between collaboration and Task Accomplishment in Food and Beverages Manufacturing firms in Rivers State.

H₀₁: There is no significant relationship between collaboration and Task Accomplishment in Food and Beverages manufacturing firms in Rivers State.

Table 28: Correlation between collaboration and Task Accomplishment in Food and Beverages Manufacturing firms in Rivers State

Correlation	Collaboration	Accomplishment
Spearman’s rho Team Cohesion Correlation coefficient	1.000	.764
Sig (2-tailed)		.000
N	292	292
Task Accomplishment Correlation coefficient	.764	1.000
Sig. (2-tailed)	.000	
N	292	292

** Correlation is Significant at the 0.05 level (2-tailed).

From the result obtained on Table 28 shows the relationship between collaboration and Task Accomplishment. The Correlation between the two variables occurred at .764, when the p-value is less than 0.05 level of significance: $p(0.000) < 0.05$. Therefore, the null hypothesis is not accepted.

Test of Hypothesis (2)

Hypothesis 2 was tested and analyzed to provide answer to the research question 2 in chapter one (1). In what way does collaboration relate with Timeliness Output in Food and Beverage manufacturing firms Rivers State?

H₀₂: There is no significant relationship between collaboration and Timeliness Output in Food and Beverages Manufacturing firms in Rivers State.

Table 29: Correlation between collaboration and Timeliness Output in Food and Beverages Manufacturing firms in Rivers State

Correlation	Collaboration	Accomplishment
Spearman’s rho Team Cohesion Correlation coefficient	1.000	.760
Sig (2-tailed)		.000
N	292	292
Task Accomplishment Correlation coefficient	.760	1.000



Sig. (2-tailed)	.000	
N	292	292

** Correlation is Significant at the 0.05 level (2-tailed).

From the result obtained on Table 29 shows the relationship between collaboration and Timeliness Output. The Correlation between the two variables occurred at .760, when the p-value is less than 0.05 level of significance: $p(0.000) < 0.05$. Therefore, the null hypothesis is not accepted.

Test of Hypothesis (3)

In reference to Hypothesis 3, based on the research question, what is the relationship between collaboration and Employee Innovativeness in Food and Beverages Manufacturing firms in Rivers State?

Statistical test of this hypothesis provide answer to this question.

H₀₃: There is no significant relationship between collaboration and Employee Innovativeness in Food and Beverages firms in Rivers State.

Table 30: Correlation Between collaboration and Employee Innovativeness

	Correlation	Collaboration	Employee Innovativeness
Spearman's rho coefficient	Team Cohesion Correlation	1.000	.615
	Sig (2-tailed)		.000
	N	292	292
Employee Innovativeness coefficient	Correlation	.615	1.000
	Sig. (2-tailed)	.000	
	N	292	292

**Correlation is significant at the 0.05 level (2-tailed). After testing the null hypothesis based on collaboration and Employee Innovativeness. The result on Table 30 indicated that collaboration correlate with Employee Innovativeness at 0.615 while the p-value is less than 0.05 level of significant $P(0.000) < 0.05$. At this point, the null hypothesis was not accepted since the result of the test proved that there is a positive significant relationship exists between collaboration and Employee Innovativeness.

Table 31: Summary of Empirical Results from Tested Hypotheses

Statement of hypotheses	Results	P-value	Level relationship	Decision
CB/TA	0.764	$P(0.000) < 0.05$	Strong Relationship	H ₀₄ : Rejected
CB/TO	0.654	$P(0.000) < 0.05$	Moderate Relationship	H ₀₅ : Rejected
CB/EI	0.615	$P(0.000) < 0.05$	Moderate Relationship	H ₀₆ : Rejected

Source: Research Findings (2021)

Where:

- CB = Collaboration
- TA = Task Accomplishment
- TO = Timeliness Output
- EI = Employee Innovativeness



Discussion of Findings

Significant Relationship between Collaboration and Task Accomplishment

This study's expectation was that collaboration will lead to Task Accomplishment. The test carried out on hypothesis 4 shows that there is a positive and significant relationship between collaboration and Task Accomplishment. The work researched by Alie (2018) recommended that firms should encourage employees come together to perform a task jointly for easy performance and execution of a given assignment that enhances productivity. This is a management strategy that brings workers and the management of an organization to jointly participate in making or formulation of decision processes that enhances the organization job satisfaction. Workers at these points of collaboration see themselves as part of the decision making body and partners of the firm or employers. Carey (2018) postulated in this research work that collaboration is a management program, an organization use in drawing their employees much closer to enable the firm know the needs of their workers to increase productivity.

According to Amah, (2014) conducted a study on the influence of collaborated group upon association and thought related to productivity. Collaboration of workers in which interactions and other social collaborations among the employees are established where feedbacks and other channels of communications are identified that could lead to organizational efficient and effective performance are provided. Thus, this research work asserts that collaboration will improve Task Accomplishment in Food and Beverages Manufacturing firms in Rivers State.

Significant Relationship between Collaboration and Timeliness Output

Collaboration will equally improve timeliness. The study conducted a test on hypothesis (5) based on the relationship between collaboration and Timeliness Output. Barlet, (2011) supported the findings of this work. He discovered in his work that collaboration enhances Timeliness Output. The coming together of workers to perform a common task is a type of Participative management or approach aimed at decentralization of powers and authorities of managers, sharing or distribution of decision making of the management with its employees in the organization. According to (Somech, 2002) collaboration is a part of management strategy that refers to collective actions of workers in organizations brought together by the management to accomplish a common goal of both the employees and the management.

Significant relationship between Collaboration and Employee Innovativeness

Collaboration enhances Employee Innovativeness. This finding was supported in the test of the hypothesis conducted in the present study. Therefore the findings from hypothesis (6) show that there is significant and positive relationship between collaboration and Employee Innovativeness. This assertion was supported by the work of Ramamoorthy et al., (2015). Innovation is an engagement of employees through collaboration to generate innovative behavior of employees of an organization that leads to the increase in productivity. According to Allen (2011) collaboration is an approach organization apply to gather employees together for the purposes of proffering solutions to solve a particular problem. Angham, 2016 opined that collaboration is an approach that brings employees together to solve problems that is beyond individual capabilities which may be unfamiliar method as an alternative means of tackling the said problem. This means when employees come together through the instrumentality of the management, the innovative behavior of employees are developed. Collaboration leads workers



to have frequent interactions, job security and trust between employees, self-reliance leading idea generation, idea promotion and idea realization with the aim of producing innovative products and services.

According to (Anderson et al., 2014) innovation can as well be regarded as when creativity is connected to the implementation of adopted feelings and ideas that can in turn be classified as either technological or administrative creativity. No doubt employee innovation is a paramount workforce in a workplace. Without innovation, no established business can record significant growth (Dede, 2019). In this vein, the study therefore asserts that collaboration will enhance Employee Innovativeness in Food and Beverages Manufacturing firms in Rivers State.

Conclusion

This study has critically examined the relationship between team collaboration and employee productivity within food and beverages manufacturing firms in Rivers State, Nigeria. The findings highlight that effective team collaboration significantly enhances various aspects of employee productivity, including task accomplishment, timeliness of output, and employee innovativeness. By involving employees in decision-making processes and fostering a collaborative work environment, these firms can address the existing challenges and improve their overall performance.

The study reveals that many food and beverages manufacturing firms in Rivers State have failed to adopt participative management practices, resulting in poor job satisfaction and low morale among employees. This lack of collaboration has led to inefficiencies in production processes and a general decline in organizational performance. The importance of employee involvement in decision-making cannot be overstated, as it directly impacts their commitment, motivation, and productivity.

Furthermore, the study underscores the necessity for these firms to invest in employee training and development programs. By doing so, they can enhance the skills and capabilities of their workforce, leading to better job performance and higher productivity. The creation of a supportive and inclusive work environment, where employees feel valued and empowered, is crucial for fostering innovation and achieving organizational goals.

The food and beverages manufacturing sector in Rivers State stands to benefit greatly from embracing participative management and fostering team collaboration. By addressing the identified challenges and implementing the recommended strategies, these firms can improve their productivity, competitiveness, and overall contribution to the economy. Future research should continue to explore the dynamics of team collaboration and its impact on employee productivity in different sectors and regions to provide more comprehensive insights and practical solutions.

Recommendations

The following recommendations were made based on the results, the findings and the various conclusions drawn from the study, it therefore became imperative to recommend as stated below;

1. The Food and Beverages Manufacturing Firms in Rivers State should encourage their employees or staff to always interact with the fellow employees through Team Cohesion for the purposes of identifying what they need from the management to increase productivity.



2. Management should encourage Collaboration of employees with one and another as a group to build more learning experience and development of skills and ideas for Employee Productivity in Food and Beverages Manufacturing Firms in Rivers State.
3. The management of Food and Beverages Manufacturing Firms in Rivers State should encourage workers to collaborate with each other to self-goal that will lead in achieving goal and objective of Food and Beverages Manufacturing Firms in Rivers State.

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