



TEAM COHESION AND EMPLOYEE PRODUCTIVITY OF FOOD AND BEVERAGES MANUFACTURING FIRMS IN RIVERS STATE

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ABSTRACT

This study investigated the relationship between team cohesion and employee productivity of Food and Beverages manufacturing firms in Rivers State. The theoretical framework covered Thompson's AMS Team Model Theory, Belbin's SICCTRMPS Role Model Theory that explained clearly how employee productivity will be increased applying participative management and the use of organizational culture. A sample size of 300 was determined from a population of 1,200 respondents using Taro-Yamene's sampling formula. The data for the study were gathered from the respondents through personal interview and questionnaire. 300 copies of questionnaire were distributed to the respondents out of which 292 copies were retrieved and found useful for data analysis. The data collected were analyzed using Spearman's Rank Order Correlation Coefficient Statistics and this was facilitated through the application of Statistical Package for Social Sciences (SPSS version 23.0). The findings of the study indicated a significant relationship between team cohesion and employee productivity in Food and Beverages manufacturing firms in Rivers State. At this point, the study recommended that managers of Food and Beverages firms should place more emphasis on increasing employee productivity through participative management, promote employees skills, experience and encourage employees' involvement in decision making process through team cohesion, collaboration, cooperation and organizational culture guiding the entire activities of the firm with the aim to establish and sustain cordial relationship between the management and employees. Thus, Food and Beverages manufacturing firms should ensure that organizational culture of the firm is more and well managed as the basis to increase timeliness output, task accomplishment and employee innovativeness which are real measures of employee productivity in Food and Beverages manufacturing firms in Rivers State. **Keywords:** Team cohesion, 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 cohesion, a critical factor in employee productivity, involves the collaboration and cooperation of team members towards achieving common organizational goals. Participative management, where employees are involved in decision-making processes, is a strategic approach to 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 part of 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. While several studies have explored team cohesion and its impact on employee productivity, the present study fills a knowledge gap by examining this relationship within the context of food and beverages manufacturing firms in Rivers State, Nigeria, and incorporating organizational culture as a moderating variable.

This study also formulates a conceptual framework for a detailed understanding of the independent variable, participative management, and its influence on employee productivity. The study adopts Thompson's model theory (2007) to provide a theoretical foundation. The findings of this research will contribute to the existing body of knowledge and offer practical insights for business organizations aiming to enhance employee productivity through participative management and a supportive organizational culture.

Statement of the Problem

The failure to involve employees in the decision-making process has been a significant issue for food and beverages manufacturing firms in Rivers State, Nigeria. Firms that incorporate team cohesion tend to see higher levels of job satisfaction, leading to increased employee productivity (Kelemba & Davis, 2017). However, this has not been the case with the firms in question. The lack of team cohesion has resulted in poor job satisfaction and low employee morale, adversely affecting productivity (Igbokwe-Ibeto, 2012). The absence of employee involvement in decision-making processes has created a disconnect between employees and management, leading to dissatisfaction and reduced commitment to organizational goals.

Food and beverages manufacturing firms in Rivers State are struggling to produce the required quantity and quality of products due to poor job performance and low levels of employee productivity (Man, 2007). The dynamic and demanding nature of the food and beverages sector in Rivers State necessitates a workforce that is both motivated and engaged. However, the low morale observed among employees, as evidenced by frequent complaints, has significantly contributed to the decline in productivity. Employees feel undervalued and disconnected from the organizational objectives, leading to a lack of commitment and subpar performance. This scenario has created a vicious cycle of low productivity and declining organizational performance, further exacerbating the challenges faced by these firms.

Furthermore, the growth and development of any organization depend on the efficient performance of its employees and the generation of revenue through increased productivity (Isaac, 2000). One of the critical problems facing food and beverages firms in Rivers State is the decrease in productivity of converted and transformed agricultural crops into consumable items. The behavior of employees in these firms has deteriorated, with low spirits, job dissatisfaction, and a lack of trust in management becoming prevalent. Ethnocentrism and other negative attitudes have also contributed to the decline in team spirit and cooperation within the workforce. As a result, employees are more focused on pursuing personal goals rather than aligning with the organization's mission and vision, further hindering productivity.



The general attitude of workers towards task completion and organizational performance has become deplorable. Demands for wage increases, better working conditions, and general welfare improvements are rising daily, leading to frequent industrial actions and conflicts between employees and management. These issues have created wide gaps in the relationship between employees and management, making it difficult for managers to motivate and treat workers in a way that aligns with organizational goals. The increasing complexities related to employee behavior have left food and beverages firms struggling to manage their workforce effectively, resulting in low productivity. Moreover, these firms often lack the ability to attract and retain the best employees who are willing to work collaboratively and contribute positively to the organization.

The numerous challenges facing food and beverages manufacturing firms in Rivers State, as outlined above, have led to instability and an inability to compete favorably with similar firms globally. The key problems include non-team cohesion practices, lack of employee training programs, lack of trust between employees and management, poor encouragement of team cohesion, lack of collaboration, poor motivational packages, inadequate conditions of service, and poor communication systems. These issues collectively contribute to the decrease in productivity, making the performance of the food and beverages sector in Rivers State fall below expectations, necessitating urgent attention and improvement. Previous studies on team cohesion and employee productivity have not adequately addressed these issues within the context of Rivers State, highlighting the need for the current study to investigate the relationship between team cohesion and employee productivity specifically in this region. Additionally, this study will use organizational culture as a moderating variable to positively influence this relationship, providing a more comprehensive understanding and potential solutions to the challenges faced by the food and beverages manufacturing firms in Rivers State.

Aim and Objectives of the Study

Based on the challenges bedeviling the operations of Food and Beverages Firms in Rivers State, Nigeria. The aim of this study is intended to investigate the relationship between team cohesion and employee productivity of Food and Beverages Firms in Rivers State, Nigeria. To achieve the aim, the objectives are to;

1. examine the relationship between Team Cohesion and Task Accomplishment in Food and Beverages Firms in Rivers State.
2. determine the relationship between Team Cohesion and Timeliness Output in Food and Beverages Firms in Rivers State.
3. find out the relationship between Team Cohesion 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. What is the relationship between Team Cohesion and Task Accomplishment in Food and Beverages Firms in Rivers State?
2. In what ways does Team Cohesion relates with Timeliness Output in Food and Beverages Firms in Rivers State?
3. What is the relationship between Team Cohesion 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 Team Cohesion and Task Accomplishment in Food and Beverages Firms in Rivers State.
- H₀₂:** There is no significant relationship between Team Cohesion and Timeliness Output in Food and Beverages Firms in Rivers State.
- H₀₃:** There is no significant relationship between Team Cohesion and Employee Innovativeness in Food and Beverages Firms in Rivers State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Team Cohesion

The study of erratic, logical group or Team has resulted to lots of definitions of the concept as “group Cohesions.” According to Devieltnck & Van (2011), group Cohesiveness is defined as the degree to which employees are attracted or motivated by management to come and remain together as members of the group. According to (high quality management Study, 2017) group or Team Cohesion is defined as the extent in which each member of the Team draws close to one another and in so doing develop feelings of belonging to a single group. The management that formed the group or Team selected the members based on their traits and capacity before being chosen to be involved or belong in the group or Team. Members of the Team are also expected by the management who selected them to be committed and discharge their individual responsibilities accordingly. A well-established cohesive Team performs its duty or Task for the benefit of the organization. Mullins (2015) identified some of the advantages of belonging to a cohesive Team or group. The benefits are as follows; increase in interaction among members of the Team. Frequent interaction among members of the Team leads them to help one another in the group. Team cohesive formation encourage social interaction as members attend each other’s social functions and other events. Workers of cohesive Team discourage the rates of employees turn-over in the firm. The rate of absenteeism among workers in most cases are also reduced. All of these advantages lead to increase in productivity.

Mullins (2015) also discovered that members of the group who work together cohesively are easily rewarded. When an employee member of the Team is rewarded worker’s moral increases, other members of the Team will develop the hope to be more creative and energetic to also receive the same reward in future. There are so many other factors that can influence or motivate employees that form Team Cohesion. In other words, the traits and ability of members of the Team largely depend on the quality and characteristics which prompted the management to choose them or form the Team. It also depends on the workplace or environment of the firm and the image of the organization the number of employees chosen by the management to form members of the Team can determine the strength of the members or group. Additionally, group members always develop the spirit of competitiveness among each member in the Team. A Team is more effective when the number is moderately small. The interactional level among members will be more effective while a large sized number is always more complex to manage. Management study HQ. (2017). Team members that are large in number may lead to split the common goal into two or more several parts. It can also lead members to scatter and form rebellious groups in the Team. A larger group beyond the normal number will generate role fighting within the members of the group and this can also reduce the power of the Team Cohesion.



Productivity

The concept of Employee Productivity applies in all social groups. It applies to several activities of the society. This means that productivity can be used in measuring the performance of both producing and non-producing Firms. It can be used in churches, Hospitals, institutions, hotels, social clubs and other delivery outfits or non-governmental agencies. Government activities or services can also be measured in terms of the level of productivity achieved. So, productivity can equally be a product of the mind (European Productivity Agency, 2018). This agency argued that productivity is an improvement or a step forward from something already in existence to another step and from one stage to another stage in a better position on daily basis compared to the position in the previous day. In other words, it is the outcome of that which is already in existence and which becomes better subsequently (Parastoo et al., 2012). Pritchard (2015) proposed three definitions which are related or linked to productivity. He said productivity is the Output derived through Input. In other words, productivity is the process of measuring efficiency. Productivity is made up of efficiency and effectiveness. When an organizational efficiency and effectiveness is rated high it then means the organizations productivity is ranked high and productive. Moreover, productivity is defined as; efficiency + effectiveness = doing things right + doing the right things.

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.



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.

The efficiency and effectiveness of any company whether private or public sectors to an extent depends on the effective utilization of the available scarce resources by the employees. Time in any organization needs to be managed through planning and organizing. Time management requires allocation of time to every stage of the whole event or occasion and process. According to Garvin (2010), time management is the ability of an employee to consciously control the

period allocated on a particular event for the specific purpose to increase efficiency or productivity. Time management can be achieved or aided by a range of skills, tools or techniques to enhance, promote or accomplish goals. There are activities which require time management to accomplish a Task. The activities such as planning, allocation of time, setting of goals, delegation of responsibilities, and analysis of time spent, time of monitoring, time of scheduling and prioritizing. According to Adejo (2012), time management involves the organization of Tasks or events by first and foremost estimating how much time the Task will take to be completed, when it must be completed and the ability of the scheduler to adjust the events that effect the time, the Task or event will be completed to ensure the Task does not exceed the estimated time of completion. According to Allen (2011) time management is defined as the established usual practice or method which employees follow to make better use of the time to achieve desired goal or Task. Everything or activity has principles and system of achieving the objective, and the principles must be consciously followed based on the time provided to complete the Task.

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 (Scoff & 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

Thompson's Integrated Model of Teamwork (2007)

This model or theory was developed and propounded by Leigh Thompson (2007), AMS acronym was used by Thompson model of Teamwork as a model against the previous



traditional method or concept where organizations and their management make decisions without involving the employees who are directly or physically used in producing the products and services that result Employee Productivity of the organization. Previously, organizations make decisions alone in the absence of the employees of the company. Employees during the era in reference were only regarded as passive recipients of the decisions reached or made by their employers or management.

Since employees are the most important among all the resources in an organization who produce goods and services of the Firms, there is need to allow them participate in the decision-making process of the organisation. AMS acronyms of Thompson theory supports Participative Management practices to involve employees as partners in the decision-making process of the organization. Thompson's Theory (2007) explanation of AMS acronyms goes a long way to provide detail understanding of the concept. Employees and management bilaterally make joint decision that leads to job satisfaction and enhance improvement of organizational performance. The Theory propounded by Thompson believes that Participative Management is influenced by Team context (formation and its characteristics). The acronyms are interpreted to mean; A = Abilities, M = Motivation and S = Strategy. These acronyms are used to facilitate the achievement of targets in organizations. The Team characteristics or context comprises the followings; Organizational context comprises all the internal and external contents that influence the operation of the Team. Organization is a group of people working together to achieve a common Task or proffer solutions to problems of common interest of each member of the group and the organization. The authority of each member of the group may be flat or equal, it may be hierarchical in structure, and it may also be formal or informal in nature. Finally, the group may be small, medium or large in size. The authority in a Team structure describes the roles of each member based on the communication system or pattern of the composition and the training of each member of the Team ought to play significantly to achieve the targeted goal.

A Team consists of its norms, roles of members and the expected pattern of behavior, see chart below for more explanations. The performance of each Team depends on its formation and design by the organization. According to Thompson (2007) for a Participative Management Team to achieve its optimum performance, the members of the Team must possess the ABILITY to carry out the assigned Tasks in unity with other members to achieve the organizational goals and objectives. Members of the Team must be MOTIVATED to have the capacity to formulate strong and proper STRATEGY on how to achieve their desired Team targets as their effective performance leads to increase in organizational productivity. Participative Management Team is also affected by other factors such as job description (duties of each member of the Team, purpose of work as it relates to the organization's mission, objective and goals, scope of work, working condition, job title, name of employee to whom job or Task will be reported to, individual functions, responsibilities, who does what, how to complete the work, salary to be paid, pay grades, carrier planning, offering training exercise, establishing legal requirement for compliance purposes, resource or material to be used as a guide for job performance, conducive working environment, e.g. noise free environment, conducive temperature of the environment and explicit, all of these must be stated very clearly, no doubt, no confusion and it must be in detail. In addition, Participative Team operations is affected by Organizational Culture, job satisfaction (workers being happy to accomplish the Task and achieve the organizational values (i.e. how to do business, the best decisions, how to treat workers and customers fine, doing the right things at the right time, honesty, fair and responsibly, promoting healthy work environment,



sustaining work-life balance, recognizing workers importance, open communication, Team work, good overtime reward, care values etc.

According to (Edward 2019) effectiveness without values is like a tool without purpose or regard. Workers must be taken care of to dedicate and commit themselves to work because it helps to solve the problem of employee high turnover (Okunribido, 2015). A safe workplace or environment shows the level of respect the organization has for the employees. This is because; employees are indispensable part of an organization. A good and conducive working environment promotes innovativeness which is better than imitation (Sashkin, 2013). This is because a committed employee is the employee that wants to achieve more.

Workers must be encouraged to work in synergy in order to develop entirely new ideas, new product, new processes and new method of doing things through creativity approach. Thompson role model theory (2007) will be relevant in this study in that its aim is to provide better understanding to readers and researchers, managers and captains of other organizations thereby impacting useful knowledge and skills in Team work management.

Empirical Review

Agwu (2015) undertook a study on team cohesion and employee productivity in Bonny Nigeria Liquefied Natural Gas Plant. The study was conducted on Participative Management as work group with a common purpose aimed at achieving the specific goals and Tasks of the organization. The result gathered from the data analysis showed that there is a significant relationship between team cohesion and employee productivity in Bonny NLNG plant, therefore at this point, the study recommended that the management of NLNG plant should sustain the current building Team efforts, regular appraisal of employees job skills requirements, regular training of staff and development including regular improvement of employees conditions of service. It was recommended by the author that there should be regular appraisal of employee's job skill performance to ensure that every employee that possesses the required relevant skills needs to be included or integrated in work Team.

Phina et al., (2018) carried out a study on the effect of Participative Management on Employee Productivity. The study was on medium-scale industries in Anambra State. The study examined the relationship between team cohesion and employee productivity in the organization using selected medium-scale enterprises in Anambra State as the study area. The result also indicated that the coefficient of determination $R^2 = 721$ shows that the independent variables can explain 72.1 percent of the variables in the dependent variables Also, the F-value indicted that the result of the overall regression model is statistically significant valid and fit for any predictive purposes. Similarly, the coefficients and t-values of the individual predictors of Employee Productivity, Team members. Ability, Team esprit-de corps, Team trust, recognition and reward shows varying or various degree of positivity with the dependent variable. As a result of the analysis of the various variable, the study recommended among others that managers should endeavor to ensure that each Team in the organization is composed of the necessary and required skills and knowledge that will enable the Teams perform effectively without having too much of the unnecessary skilled members to avoid disadvantage of other necessary skills.

Sanyal and Hisam (2018) carried out research on impact of participatory management on work performance of employees: It was a study of faculty members of Dhofar University. The result of the analyses revealed that there is a strong and significant connection between the independent variables viz-a-viz; Participative Management, climate or environment of trust, leadership and



structure, performance, evaluation, rewards and performance of the faculty members of Dhofar University in the sultanate of Oman.

Adeleke et al., (2015) undertook a study on the impact of group Cohesion on organizational performance using Carron, Widmeyer, Beauchamp, Bray and Carron (2012) role perception and acceptance scale was administered to 180 employees in four branches of a Commercial Bank in Nigeria. The questionnaire was divided into three sections: Demographics, role perception, acceptance and group Cohesion. The findings of the study were inconclusive because group Cohesion was found to be strong in groups with good performance likewise groups with weak performance. Additionally, more studies conducted revealed that groups consist of high Cohesion of group members with organizational period of time of activities. Outperformed groups were made up of employees with lower organizational period of time.

Burhanuddin (2013) carried out investigation on the workers and managers perceptions on how to apply Participative Management style and its relationship with employee work attitude and performance behavior. Results from the employee and leader-level part analyses indicated that Participative Management was positively associated with employee performance behavior. This trend was produced either as a direct effect on performance or indirectly through employee work attitude. Further analysis using a two-level model indicated that, at the micro level, this style provided a direct effect on performance at the macro level, the direct effect was provided by the Organizational Culture. Supported by the qualitative results, this study in all, Participative Management was found to be used to improve the employee performance with its effectiveness which varies according to situational factors. The theoretical implication of this study is that Participative Management enhances performance through promoting employees capacity and relationships with the management. Future research needs to focus on wider contingency or factors to pursue broader details about Participative Management and generate more comprehensive conclusions.

Okiomah (2020) examined the relationship between participatory management and organizational performance of manufacturing Firms in Rivers State, Nigeria. Cross sectional research design was adopted in studying fifteen (15) of these Firms. The study included all levels of employees to sum up their respondents of the population of the study. 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.

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 Rivers 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 Yamane’s (1967) sample and sampling formular is as follows;

$$n = \frac{N}{1 + N(e)^2}$$

- n = 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 collection. 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

Table 2: Gender Distribution of Respondents

Gender	Response Rates	Percentage (%)
Male	150	51.4
Female	142	48.6
Total	292	100%

Source: Research data (2024)

The table above 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.

Table 3: Age of the Respondents

Age	Response Rates	Percentage (%)
20-30yrs	40	13.7
31-40yrs	65	22.3
41-50yrs	140	47.9
Above 50yrs	47	16.1
Total	292	100%

Source: Research data (2024)

From Table 3, 40 (13.7%) were between 20-30 years, 65 (22.3%) were between 31-40 years while 140 (47.9%) were between 41-50 years and only 47 (16.1%) were above 50 years. With this result, it shows that majority that responded to the questionnaire were between 41-50 years.

Table 4 Educational Qualification

Educational Qualification	Response Rates	Percentage (%)
O' Level	35	12.0
OND/NCE	40	13.7
DEGREE/HND	134	45.9
MSC/MBA	48	16.4
PhD/DBA	35	12.0
	292	100%

From table 4, 35 (12.0) were O'level certificated holders, 40 (13.7) were holders of OND/NCE while 134 (45.9) were DEGREE/HND holders, 48 (16.4) were MSC/MBA degree certificate holders and only 35 (12.0) were PhD/DBA degree holders. At this point the result shows that the percentages were Degree/HND educational qualifications.

Table 5: Years of Experience in the Firm

Years of experience	Response rate	Percentage
0-5years	54	18.5
6-10years	145	49.7
11-15years	30	10.3
16-20years	24	8.2
21-30years	18	6.7
Above 31years	21	7.2
Total	292	100

Source: Research Data (2024)

Table 5 result shows that the respondents years of experience is 54 (18.5%) between 0-5years, 145 (49.7%) were between 5-10years. 30 (10.3%) were between 11-15years while 16-20years were showed 24 (8.2%), 18 (6.7%) indicated 21-30years and above 31years showed (7.2%)

Table 6: Categories of Employees

Categories	Response rate	Percentage
Low categories	130	44.5
Middle categories	110	37.7
Top categories	52	17.8
Total	292	100%

Source: Research Data (2024)

The result on table 6 shows that 130 (44.5%) were low categories of the employees 110 (37.7%) were middle categories of the employees while 52 (17.8%) were top categories of employees. The result clearly shows that majority of were low categories of employees.



Table 7: To what extent do you participate in decision making to increase productivity of Food and Beverages of your firm?

Level of extent	Response Rate	Percentage %
High extent	45	15.4
Very high extent	35	12.0
Moderate extent	40	13.7
Low extent	125	42.8
Very low extent	47	16.1
Total	292	100%

Source: Research Data (2024)

Result on table 7 indicates that the extent to which employees participate in decision making to increase the level of productivity of Food & Beverages of their firms were 45 (15.4%) shows a high extent, 35 (12.0%) show very high extent. 40 (13.7%) indicated moderate extent. 125 (42.8%) also showed low extent and finally 47 (16.1%) indicated very low extent. Thus, the result shows that majority of respondents indicated low extent to which employees participate in decision to increase the level of productivity of their Food and Beverages firms.

Table 8: Number of years in operation of your organization

Years of operation	Response Rate	Percentage %
0-10yrs	180	61.6
11-20yrs	60	20.5
21-30yrs	37	12.7
31 and above	15	5.1
Total	292	100%

Source Excel Output (2024)

The above table 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%.

Table 9: Food and Beverages Firm Patronised Most

S/N	Firms	Response Rate	Percentage (%)
1.	C-Way Nig Ltd	25	8.6
2.	Nig Bottling Co. Ltd	60	20.5
3.	Dufil prima Food Plc	40	13.7
4.	Lassien Bottling Co. Ltd	42	14.4
5.	Int. L Breweries Ltd	60	20.5
6.	7up Bottling Co. Ltd	40	13.7
7.	Genesis Food	25	8.6
	Total	292	100%

In reference to the Food and Beverages firms the result from the analysis on table 9 indicates that 25 (8.6%) shows C-way Nig Ltd; 60 (20.5%) for Nig. Bottling Co. Ltd; 40 respondents were referred to Dufil (13.7%). Further 25 (8.6%) indicated Genesis Food Lassien bottling Co. Ltd shows 42 (14.4%) patronized the firm while 7up recorded 40 (13.7%) respondents.



Table 10: Analysis of Items of Team Cohesion

S/N	Items	SA 5	A 4	D 3	SD 2	N 1	No	TS	Mean
1.	I willingly interact with my firm on ideas that will improve the productivity of my organization	60	150	40	22	20	292	1084	3.7
2.	The cohesiveness of the Team of my firm helps to enhance timeliness completion of task	70	140	35	27	20	292	1089	3.7
3.	Working in cohesiveness of my firm builds variable organizational relationship trust.	150	60	40	30	12	292	1182	4.0
4.	Co-operation and synergy amongst employees of my company helps in the effective delivery of task.	100	122	20	39	11	292	1137	3.9
5.	Working as a Team helps to enhance my skills for organizational performance	114	112	36	19	11	292	1175	4.0

Source: SPSS output (2024)

Table 11: Percentage rates of responses to items on Team Cohesion.

I willingly interact with my firm on ideas that will improve the productivity of my organization

Valid strongly agree	Frequency	Percentage
Strongly Agree	60	20.5
Agree	150	51.4
Disagree	40	13.7
Strongly disagree	22	7.5
Neutral	20	6.9
Total	292	100

From table 11 51.4% is the highest response rate meaning those who agreed that respondents willingly interact with their employers on ideas that will improve the productivity of the firm.



Table 12: The cohesiveness of the Team of my firm helps to enhance timeliness completion of task

Valid	Frequency	Percentage
strongly agree	70	24.0
Agree	140	48.0
Disagree	35	12.0
Strongly disagree	27	9.2
Neutral	20	6.8
Total	292	100

From the analysis indicated in table 12, shows that 48.0% responded positively that cohesiveness of the Team of their firm helps to enhance timeliness completion of task.

Table 13: Working in cohesiveness of my firm builds variable organizational relationship and trust.

Valid	Frequency	Percentage
Strongly agree	150	51.4
Agree	60	20.5
Disagree	40	13.7
Strongly disagree	30	10.3
Neutral	12	4.1
Total	292	100

The result on table 13 shows that 51.4% of the respondents strongly agree that working in cohesiveness of their firm builds organizational relationship and trust.

Table 14: Cooperation and synergy among employees of my company helps in the effective delivery of task.

Valid	Frequency	Percentage
strongly agree	100	34.2
Agree	122	41.8
Disagree	20	6.8
Strongly disagree	39	13.4
Neutral	11	3.8
Total	292	100

The result of table 14 indicates that the majority of those who agreed Cooperation and synergy among employees of their company helps in the effective delivery of task 41.8% agreed.

Table 15: Working as a Team helps to enhance my skill

Valid	Frequency	Percentage
strongly agree	144	39.0
Agree	112	38.4
Disagree	36	12.3
Strongly disagree	19	6.5
Neutral	11	3.8
Total	292	100



From table 15, 39.0% strongly agreed that they that working as a Team helps to enhance their skills.

Finally, this study engaged in the analyses of the items on Team Cohesion based on 292 copies of questionnaire retrieved as indicated on table 12 to 13. The result showed that majority of the respondents agreed as shown on the percentage rates. At this point, from the above result, it is clear that all the items fall above 3.00 criterions mean, and the standard deviations are equal to or greater than 1.96 as indicated on table 12. For this reason, the study accepted the items statements as a fit to measure the variable and the response rates which actually proved that Team Cohesion is a component of Participative management of an organization. Furthermore, it then means that, management does not apply the strategy of Team Cohesion to access the concept which affected the level of productivity of the organization.

Table 16: 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 (2024)

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

Table 17: 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 17 shows that 47.9% of the respondents strongly disagreed implying that their firm do not always complete tasks affectivity through collaboration.

**Table 18: 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 18, 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 19: 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 19 represents 43.5% of respondents which also is the highest respondents who strongly disagreed that their organization completes tasks on time.

Table 20: 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 20 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 21: 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 21 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 22 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 (2024)

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

Table 23: 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 23 Indicates that 51.4% of the respondent disagreed that their firms accomplish tasks through Team collision.

Table 24: 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 24 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 25: 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 25 showed that 65.1% of the total respondents disagreed that their firm recognizes collaborative Team work to enhance Timeliness and effective productivity.

Table 26: 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 26 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 27: 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 27 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 28 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	30	50	160	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	15	190	70	11	292	811	2.8	
28	I am valued by my company because I came up with innovative ideas	13	20	60	170	29	292	694	2.4	
29	My firm invest largely on training because of employ perfect creativity	12	15	90	150	25	292	715	2.4	
30	My firm invest Readily on group research and development	14	13	70	180	15	292	707	2.4	

Source: SPSS Output (2024)

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

Table 29: 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 29, 54.8% of the respondents strongly disagreed that they are more creative when they work as Team members.

Table 30: My Company Employ workers who ready to work as a Team for innovative idea to develop the firm

Valid	Frequency	Percent
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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 30 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 31: 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 31 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 32 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 32 shows 51.4% strongly disagreed that their firms invest largely on training due to employee's perfect creativity.

Table 33: 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 33 indicates that 61.6% of the respondent rate strongly disagreed that their firm invest- heavily on group and development.



From table 29 to 33 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”.

4.4 Hypotheses Testing (Bivariate Analyses)

H₀₁: There is no significant **relationship** between Team Cohesion and Task Accomplishment in Food and Beverages manufacturing firms in Rivers State

Table 34: Correlation between Team Cohesion and Task Accomplishment

Spearman’s rho	Correlation	Team Cohesion	Task
Team Cohesion	coefficient	1.000	Accomplishment
	Sign (2-tailed)		.845
	N	292	.000
Task Accomplishment	Correlation	.845	292
	coefficient		1.000
	Sig. (2-tailed)	.000	
	N	292	292

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

The analysed hypothesis showed the result on table 34 that Team Cohesion has a relationship with Task Accomplishment. The test as revealed by test conducted on the Correlation coefficient which resulted 0.845 on the two tailed test. The probability value $p(0.000) < 0.05$ level of significance. Hence, the p-value is less than 0.05.

H₀₂: There is no relationship between Team Cohesion and Timeliness Output in Food and Beverages manufacturing firms in Rivers State.

Table 35: Correlation between Team Cohesion and Timeliness Output

Correlation	Team Cohesion	Timeliness Output
Spearman’s rho	Team Cohesion	Correlation
coefficient	1.000	..825
	Sig (2-tailed)	
	N	292
Timeliness Output	Correlation coefficient	.825
	Sig. (2-tailed)	.000
	N	292

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

As shown in table 35, the result indicated that Team Cohesion correlated with Timeliness Output at .825 on (2-tailed) test. While the p-value is less than 0.05 level of significance: $p(0.000) < 0.05$. Based on this result the study rejected the null hypothesis.

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



Table 36: Correlation between Team Cohesion and Employee Innovativeness

	Correlation	Team Cohesion	Innovativeness employee
Spearman’s rho coefficient	Team Cohesion Correlation	1.000	.930
	Sig. (2-tailed)		.000
	N	292	292
Employee Innovativeness coefficient	Correlation	.930	1.000
	Sig. (2-tailed)	.000	
	N	292	292

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

The analysis was conducted on Team Cohesion and Employee Innovativeness the outcome of the test on Table 36 indicated that Correlation correlated with Task Accomplishment at .930 on two tailed test. Thus, the probability value (p-value) is less than 0.05 level of significance $p(0.000) < 0.05$. At this point, the null hypothesis is rejected.

Table 37: Summary of Empirical Results from Tested Hypotheses

Statement of hypotheses	Results	P-value	Level relationship	Decision
TC/TA	0.845	$P(0.000) < 0.05$	Very strong Relationship	H_{01} : Rejected
TC/TO	0.825	$P(0.000) < 0.05$	Very strong Relationship	H_{02} : Rejected
TC/EI	0.930	$P(0.000) < 0.05$	Very strong Relationship	H_{03} : Rejected

Source: Research Findings (2021)

Where:

- TC = Team Cohesion
- TA = Task Accomplishment
- TO = Timeliness Output
- EI = Employee Innovativeness

Discussion of Findings

Significant Relationship between Team Cohesion and Task Accomplishment

Part of the purposes of this study to enhance Task Accomplishment through Team cohesiveness as revealed by the statistical hypothesis tested in the work. The first hypothesis tested shows explicitly that there is a significant relationship between Team Cohesion and Task Accomplishment. This finding was backed up by the work conducted by Angham, G. (2016). Asika, (2018) and Bass (2017) discovered that Team Cohesion is the gathering together of employees based on their individual facts to accomplish a task that could have been not easy for an individual to accomplish. Task Accomplishment according to Bate (2017) is a process in which employees are actively involved in Participative management as a strategy to increase the organizational performance. This shows that employees who.

Significant Relationship between Team Cohesion and Timeliness Output

This study's expectation is that Team Cohesion among the employees of an organization will facilitate Timeliness of output. The result of the hypothesis test conducted supported the claim of the researcher. The second tested hypothesis proved that a significant relationship exist between Team Cohesion and Timeliness Output. The finding was supported by the research work of Agwu (2015) which linked to Teamwork as employees behavior serve as part of the decision making body of the firm by engaging on activities of that will benefit both parties of the organization. Team Cohesion enhances Timeliness Output that increases the rate of growth and development of the company. For instance, from the formation of a Team, employees may collaborate with the firm to develop different ideas, skills and experience that will help to accomplish an assigned task speedily. Timeliness Output is a predetermined set of objective of completing a task in accordance to the present priority. It is a time limit pursuit which requires authority and responsibility leading to timely accomplishment Alfred (2018).

Significant Relationship between Team Cohesion and Employee innovativeness

Team Cohesion as one of the dimensions of Participative management was aimed to improve the level of Employee Innovativeness. The outcome from the test conducted on hypothesis 3 was done to know whether Team Cohesion has a positive link Employee Innovativeness. The work of Ajibade (2014) backed up the findings of this study. The author sees Team Cohesion as a concept to conceptualize Participative management that generates the development of thoughts, ideas, and suggestions geared towards achieving the organizational goals and desires. According to Alen, (2003) opined that establishing Team Cohesion among workers helps in identifying various talents and potentials of the selected group to generate various traits to brain storm during meetings for positive interactions leading to increase in productivity. Furthermore, by encouraging workers to form a Team at the various segment of the organization facilitates job satisfying among employees at the work place for effective organizational performance. At this point, it is obviously clear that Team Cohesion will increase Employee Innovativeness in Food and Beverages manufacturing firm in Rivers State.

Conclusion

The study aimed to investigate the relationship between team cohesion and employee productivity within food and beverages manufacturing firms in Rivers State, Nigeria. It sought to address the challenges of low productivity, poor job satisfaction, and the lack of effective participative management practices within these firms. The research utilized a comprehensive approach to analyze how team cohesion influences various aspects of employee productivity, including task accomplishment, timeliness of output, and employee innovativeness.

The findings revealed a significant relationship between team cohesion and task accomplishment. Employees who are part of cohesive teams tend to complete tasks more effectively through collaboration and mutual support. This supports the assertion by Angham (2016) and Bass (2017) that team cohesion enhances employees' ability to achieve complex tasks that would be difficult for individuals to accomplish alone. The study demonstrated that cohesive teams are essential for achieving organizational goals, suggesting that food and beverages firms in Rivers State should focus on fostering team cohesion to improve task completion rates.

Moreover, the research highlighted the importance of team cohesion in enhancing the timeliness of output. The statistical analysis showed a strong correlation between cohesive teamwork and the timely completion of tasks. This finding aligns with Agwu (2015), who emphasized that teamwork and employee participation in decision-making processes lead to faster and more



efficient task completion. Food and beverages firms in Rivers State can benefit from this insight by implementing strategies that promote team cohesion to ensure timely delivery of products and services, thereby enhancing overall organizational performance.

The study also established a significant relationship between team cohesion and employee innovativeness. Employees who work cohesively are more likely to engage in innovative behaviors, contributing to the development of new ideas and improvements in the production process. This finding is consistent with Ajibade (2014) and Alen (2003), who noted that team cohesion fosters an environment where employees can brainstorm and share creative ideas. Encouraging team cohesion in food and beverages firms can lead to increased innovation, which is crucial for maintaining competitiveness in the industry.

In conclusion, this study underscores the critical role of team cohesion in enhancing employee productivity in food and beverages manufacturing firms in Rivers State. By fostering a cohesive work environment, firms can improve task accomplishment, ensure timely output, and drive employee innovation. The study's findings provide valuable insights for managers and policymakers in the food and beverages sector, highlighting the need to adopt participative management practices and create a supportive organizational culture. Implementing these strategies can help overcome the challenges of low productivity and poor job satisfaction, ultimately leading to sustained growth and competitiveness in the industry..

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 administration of Food and Beverages Manufacturing Firms in Rivers State should allow their employees to engage in the participative management process to establish and encourage Team Cohesion that will lead to Task Accomplishment in the sector.
2. Management identify employees who possess the required skills, experience and various traits select and encourage them to form a Cohesive Team to accomplish Task more efficiently and effectively in Food and Beverages firms.
3. Emphasis should be placed on employing workers willing to work together with their fellow employees to accomplish a common goal and objective of the organization.

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