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THE EFFECT OF HUMAN RESOURCE MANAGEMENT (HRM) STRATEGIES ON ORGANIZATIONAL EFFICIENCY AND PRODUCTIVITY AT CADBURY NIGERIA PLC, IKEJA, LAGOS, NIGERIA

BY

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ABSTRACT

This study investigates how three core human-resource-management (HRM) strategies recruitment and selection, employee training and development, and performance-management systems shape organizational efficiency and productivity at Cadbury Nigeria Plc, Ikeja. A descriptive-survey design was adopted, drawing a stratified random sample of 187 employees from a population of 350. Data were collected with a validated, five-section questionnaire (Cronbach's $\alpha > 0.70$) and analysed in SPSS 25 using descriptive statistics, Pearson correlations, and multiple-regression modelling. All three HRM strategies showed strong positive correlations with both efficiency ($r = 0.55$–0.62, $p < 0.01$) and productivity ($r = 0.57$–0.64, $p < 0.01$). Collectively they explained 53.4 percent of the variance in performance ($R^2 = 0.534$), with recruitment and selection ($\beta = 0.302$), training and development ($\beta = 0.294$), and performance management ($\beta = 0.248$) each exerting a statistically significant effect ($p \leq 0.001$). The findings confirm the Resource-Based View and Human Capital Theory: when HRM practices are strategically aligned, human capital becomes a source of sustainable competitive advantage. The study recommends evidence-based hiring methods, continuous, role-specific capability development, transparent, participatory performance-management processes, and tighter integration of HRM functions. These insights provide Cadbury and similar fast-moving consumer-goods manufacturers in emerging economies with an actionable framework for leveraging human resources to drive operational excellence and long-term competitiveness.

Keywords: Efficiency, Human resource management, Management, Organizational efficiency, Strategies, Etc.

Global Research Journal of Business Management

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

1.0 Introduction

1.1 Background to the Study

In today's dynamic business environment, organizations are increasingly recognizing the critical role of human resource management (HRM) strategies in achieving sustainable efficiency and productivity. Human resources are widely regarded as the most valuable asset of any organization, as they directly influence the achievement of corporate goals and competitive advantage (Armstrong & Taylor, 2023). HRM strategies encompass deliberate policies and practices related to recruitment, selection, training, performance management, compensation, and employee relations, which collectively determine how well an organization utilizes its workforce to meet strategic objectives (Boxall & Purcell, 2022).

In the Nigerian manufacturing sector, competition, technological change, and globalization have heightened the need for effective HRM strategies that drive operational efficiency and enhance overall productivity. Cadbury Nigeria Plc, located in Ikeja, Lagos, is one of the leading players in the fast-moving consumer goods (FMCG) industry, with a long history of innovation and market leadership. However, like many organizations operating in emerging economies, it faces challenges such as skills gaps, labor turnover, and the need to align workforce management with changing business priorities (Oladapo & Adedoyin, 2021).

Efficiency in this context refers to the organization's ability to minimize waste and optimize resources, while productivity measures the output generated relative to the input employed. Studies have shown that when HRM strategies are effectively implemented such as through talent development initiatives, strategic performance appraisals, and employee engagement programs organizations tend to experience higher operational efficiency and improved productivity (Okolie et al., 2022). Conversely, poorly executed HRM practices can lead to low morale, reduced output, and competitive decline.

Given the growing importance of human capital in sustaining business success, it becomes imperative to examine how HRM strategies influence efficiency and productivity in specific organizational contexts. Investigating this relationship at Cadbury Nigeria Plc provides valuable insights, as the company operates in a highly competitive FMCG sector where innovation, cost management, and workforce alignment are crucial to success. This study, therefore, seeks to bridge the knowledge gap by exploring the effect of HRM strategies on organizational efficiency and productivity within Cadbury Nigeria Plc, Ikeja, Lagos.

1.2 Statement of the Problem

Organizations today operate in an increasingly competitive and complex environment, where productivity and efficiency are essential for sustaining competitive advantage. However, many organizations still face challenges related to optimizing their human resource management (HRM) practices, particularly in recruitment and selection, employee training and development, and performance management. Poor alignment of these strategies with organizational objectives can negatively affect productivity and efficiency, resulting in wasted resources, reduced competitiveness, and diminished profitability. Despite recognition of the critical role of human resources, limited empirical evidence exists within certain contexts on the precise influence of specific HRM strategies such as recruitment and selection, training and development, and performance management on organizational outcomes. This study, therefore, seeks to bridge this gap by investigating how these HRM strategies individually and collectively impact organizational productivity and efficiency, providing empirical insights to help managers and HR professionals formulate and implement more effective HRM practices.

1.3 Objectives of the Study

The main objective was to examine the effect of human resource management (HRM) strategies on organizational efficiency and productivity at Cadbury Nigeria Plc, Ikeja, Lagos. Specific objectives are to

1. Examine the extent to which recruitment and selection strategies influence organizational efficiency and productivity at Cadbury Nigeria Plc.

2. Assess the impact of employee training and development practices on organizational efficiency and productivity at Cadbury Nigeria Plc.

3. Determine the effect of performance management systems on enhancing organizational efficiency and productivity at Cadbury Nigeria Plc.

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

1.4 Research Questions

1. To what extent do recruitment and selection strategies affect organizational efficiency and productivity at Cadbury Nigeria Plc?

2. How does employee training and development influence productivity levels within an organizational efficiency and productivity at Cadbury Nigeria Plc?

3. What impact does performance management have on enhancing organizational efficiency and productivity at Cadbury Nigeria Plc?

1.5 Research Hypotheses

Ho1: Recruitment and selection strategies have no significant effect on organizational efficiency and productivity at Cadbury Nigeria Plc.

Ho2: Employee training and development practices have no significant impact on organizational efficiency and productivity at Cadbury Nigeria Plc.

Ho3: Performance management systems have no significant effect on organizational efficiency and productivity at Cadbury Nigeria Plc.

1.6 Significance of the Study

This study is significant because it provides valuable insights into how human resource management strategies influence organizational efficiency and productivity within a leading manufacturing company in Nigeria. By focusing on Cadbury Nigeria Plc, the research highlights practical approaches that management can adopt to optimize their workforce, enhance operational processes, and maintain competitiveness in the fast-moving consumer goods sector. The findings will contribute to the body of knowledge in human resource management by linking strategic HR practices with measurable organizational outcomes in a Nigerian context, offering empirical evidence that can guide policy formulation and managerial decisions. Furthermore, the study will serve as a useful reference for business leaders, HR practitioners, and scholars interested in understanding the dynamics of workforce management in achieving sustainable productivity and operational excellence.

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

1.7 Scope of the Study

This study is delimited to examining the effect of human resource management strategies on organizational efficiency and productivity within Cadbury Nigeria Plc, located in Ikeja, Lagos. It focuses specifically on key HRM strategies such as recruitment and selection, training and development, performance management, and compensation practices, assessing how these strategies influence both operational efficiency and employee productivity in the organization. The study covers activities and data drawn from the company's headquarters in Ikeja, with emphasis on current practices and policies within the last five years to ensure relevance to present-day business realities. It does not extend to other branches of the company outside Lagos or to organizations in different industries, as the aim is to generate findings that are contextually specific to Cadbury Nigeria Plc while providing useful insights that could be applicable to similar manufacturing firms in Nigeria.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Role of Human Resource Management in Organizational Success

HRM strategies encompass various practices aimed at managing an organization's most valuable asset: its human capital. According to Armstrong and Taylor (2023), HRM is responsible for attracting, developing, and retaining the talent required to execute the strategic objectives of an organization. These practices have been shown to significantly influence organizational performance, which is defined by efficiency (the ability to minimize waste and optimize resources) and productivity (output relative to input). Studies by Boxall and Purcell (2022) highlight that the alignment of HRM strategies with organizational goals leads to higher performance, fostering both individual and collective success within organizations.

2.1.2 Recruitment and Selection Strategies

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

Recruitment and selection are fundamental HRM functions that directly impact organizational performance by determining the caliber of employees within an organization. Effective recruitment strategies ensure the organization attracts high-quality candidates who possess the necessary skills and competencies, while a well-structured selection process ensures these candidates are adequately evaluated for the role. A significant body of research emphasizes the link between recruitment and selection and organizational efficiency. According to Okolie et al. (2022), organizations with effective recruitment and selection strategies are more likely to see improvements in productivity and reduced turnover. Conversely, poorly executed recruitment processes can result in mismatches between employees' skills and job requirements, leading to inefficiency and higher turnover rates.

In the context of Cadbury Nigeria Plc, recruitment and selection processes must align with the company's specific strategic goals and workforce requirements. In a highly competitive FMCG sector, where innovation is essential, ensuring the right talent is hired can have far-reaching implications on the company's operational success.

2.1.3 Employee Training and Development

Employee training and development are essential HRM practices that help organizations maintain a skilled workforce and adapt to changing business environments. Training ensures that employees are equipped with the knowledge and skills required to perform their roles effectively, while development initiatives focus on enhancing employees' long-term potential, thereby contributing to organizational growth.

Oladapo and Adedoyin (2021) argue that investment in employee training and development is linked to higher organizational productivity, as employees are better prepared to handle emerging challenges. Additionally, employee development programs have been found to increase job satisfaction and reduce turnover, which directly contributes to organizational efficiency. Studies also show that organizations with strong training and development programs tend to have more engaged employees, who, in turn, contribute to higher performance and productivity (Boxall & Purcell, 2022).

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

At Cadbury Nigeria Plc, where innovation and adaptability are key to staying competitive, ensuring that employees are consistently developing new skills is essential for maintaining high levels of productivity and efficiency.

2.1.4 Performance Management Systems

Performance management is a crucial HRM strategy aimed at ensuring that employees' contributions align with organizational goals. Effective performance management systems involve setting clear performance expectations, providing regular feedback, and evaluating employees based on their achievements. Studies have demonstrated that organizations with well-established performance management systems experience higher productivity, as these systems provide employees with the necessary direction and motivation to excel in their roles (Okolie et al., 2022).

Cadbury Nigeria Plc, with its diverse range of products and competitive market positioning, requires performance management systems that foster continuous improvement and align with its broader business goals. Effective performance management not only enhances individual employee productivity but also drives the efficiency of the overall organization. Moreover, performance management systems provide an opportunity to identify gaps in skills and development, enabling targeted training and development interventions.

2.1.5 Linking HRM Strategies to Organizational Efficiency and Productivity

The literature indicates a strong relationship between HRM practices and organizational outcomes, particularly efficiency and productivity. Effective HRM strategies such as recruitment and selection, employee training and development, and performance management have been shown to directly influence productivity by improving workforce competency, engagement, and alignment with organizational objectives. For instance, Armstrong and Taylor (2023) suggest that a strategic approach to HRM, where recruitment, training, and performance management are aligned with organizational goals, leads to optimized resource utilization and reduced operational costs.

However, the effectiveness of these strategies depends on their implementation and alignment with the company's specific context. In Cadbury Nigeria Plc, where competition and market

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

pressures are high, the adoption of HRM strategies that optimize workforce potential is crucial to sustaining operational success. Efficient recruitment ensures that the right talent is brought in, training enhances employee skills, and performance management ensures continuous improvement, all of which contribute to both operational efficiency and overall productivity.

2.1.6 HRM Challenges in Emerging Economies

In emerging economies like Nigeria, HRM strategies face unique challenges, including a limited pool of skilled labor, high turnover rates, and a rapidly changing business environment. According to Oladapo and Adedoyin (2021), manufacturing firms in Nigeria often struggle with aligning HRM strategies with organizational goals due to these challenges. This is particularly relevant in the FMCG sector, where companies like Cadbury Nigeria Plc must balance the need for innovation with cost management and workforce optimization.

Additionally, technological advancements and globalization have increased the pace of change, requiring companies to adopt more dynamic HRM strategies. The challenge for HR departments in Nigeria's manufacturing sector is to create strategies that address local talent shortages while ensuring alignment with global standards. Addressing these challenges requires a nuanced approach to HRM that considers both local realities and global best practices.

2.2 Theoretical Review

This section examines the relevant theories that underpin the relationship between Human Resource Management (HRM) strategies and organizational efficiency and productivity. Theories provide a framework for understanding how HRM practices influence organizational outcomes. The primary theories discussed here include the Resource-Based View (RBV), Human Capital Theory (HCT), and Motivation Theory, which are particularly applicable to the study of HRM strategies within Cadbury Nigeria Plc.

2.2.1 Resource-Based View (RBV)

The Resource-Based View (RBV) is a key theoretical framework in strategic management that emphasizes the role of internal resources in gaining and sustaining competitive advantage (Barney, 1991). According to RBV, organizations possess unique resources, including human resources, that can provide a source of sustained competitive advantage if managed effectively. Human resources are considered a critical asset under RBV because they are valuable, rare, inimitable, and non-substitutable (VRIN criteria).

In the context of HRM, the RBV posits that organizations that invest in the development and management of their workforce through recruitment, training, and performance management can enhance operational efficiency and productivity. The RBV highlights that strategic HRM practices help to harness the full potential of human capital, thereby improving organizational performance.

For Cadbury Nigeria Plc, applying RBV means that the company should treat its employees as a strategic resource. By aligning HRM strategies with the company's long-term goals, such as product innovation, operational efficiency, and market competitiveness, Cadbury can ensure that its human capital contributes to achieving these goals.

2.2.2 Human Capital Theory (HCT)

Human Capital Theory (HCT), first articulated by Schultz (1961), views employees as valuable assets whose knowledge, skills, and abilities (KSAs) contribute to the production process. This theory asserts that investing in human capital through education, training, and development enhances individual and organizational productivity. According to HCT, the more knowledge and skills employees possess, the more productive they will be, which ultimately enhances the organization's efficiency.

In terms of HRM strategies, HCT supports the idea that recruitment and selection should focus on acquiring individuals with the right skills and competencies, while training and development should aim at improving employees' capabilities to contribute more effectively to the organization. Performance management systems, in turn, should align employees' efforts with organizational goals, reinforcing the value of human capital.

For Cadbury Nigeria Plc, applying HCT would involve investing in the continuous development of its workforce, ensuring employees have the necessary skills to meet the challenges of a competitive FMCG market. Furthermore, by enhancing the competencies of its employees, Cadbury can improve both productivity and organizational efficiency.

2.2.3 Motivation Theory

Motivation is a central factor that influences employee performance, which in turn affects organizational productivity and efficiency. Motivation Theory explains how intrinsic and extrinsic factors drive employees to perform well and engage with their work. A prominent theory in this domain is Maslow's Hierarchy of Needs, which suggests that employees' needs must be fulfilled in a hierarchical order, starting with basic physiological needs and progressing to self-actualization (Maslow, 1943). When employees' basic needs are met, they are motivated to contribute to the organization at higher levels, leading to increased efficiency and productivity.

Another significant motivation theory is Herzberg's Two-Factor Theory, which distinguishes between hygiene factors (such as salary, work conditions, and job security) and motivators (such as recognition, achievement, and career advancement). Herzberg argues that the absence of hygiene factors can lead to dissatisfaction, while the presence of motivators can drive employees to perform at their best.

In the context of HRM strategies, motivation theory supports the idea that performance management and employee development programs should focus not only on meeting employees' extrinsic needs (such as compensation and benefits) but also on their intrinsic needs (such as opportunities for growth, recognition, and job satisfaction). By addressing both sets of needs, organizations can increase employee motivation, leading to higher levels of productivity and organizational efficiency.

At Cadbury Nigeria Plc, motivation theory would suggest that HRM strategies should be designed to ensure that employees are both intrinsically and extrinsically motivated. This could be achieved through a combination of competitive compensation, career development opportunities, and recognition programs that foster a positive and motivating work environment.

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

2.2.4 Social Exchange Theory (SET)

Social Exchange Theory (SET) posits that relationships are built on reciprocal exchanges between parties. In an organizational context, SET suggests that when employees receive positive treatment (e.g., training, development opportunities, recognition), they are more likely to reciprocate with increased effort, loyalty, and improved performance (Blau, 1964). This theory emphasizes the role of employee engagement and commitment in enhancing organizational efficiency and productivity.

SET aligns with HRM strategies, particularly performance management and employee development programs. By providing employees with opportunities for growth and recognizing their efforts, organizations can cultivate a more engaged and productive workforce.

For Cadbury Nigeria Plc, applying SET would mean focusing on creating a positive work environment where employees feel valued and supported. This could be achieved through recognition programs, career development opportunities, and a transparent performance management system that fosters trust and loyalty.

2.3 Theoretical Framework

The Resource-Based View (RBV) and Human Capital Theory (HCT) provide a robust theoretical foundation for investigating how HRM strategies impact organizational efficiency and productivity at Cadbury Nigeria Plc. By focusing on human resources as a strategic asset and emphasizing the importance of employee development, these theories allow for a comprehensive understanding of how HRM practices influence organizational outcomes in the fast-moving consumer goods sector. Anchoring the study in these theories will facilitate a deeper exploration of the relationship between HRM strategies and the key performance indicators of efficiency and productivity in the company.

2.4 Empirical Review

The empirical review explores previous research and studies that have investigated the relationship between Human Resource Management (HRM) strategies and organizational efficiency and productivity, particularly in manufacturing sectors. By examining relevant studies, we can gain insights into how HRM practices, such as recruitment and selection, employee training and development, and performance management, have been linked to organizational outcomes in different contexts, including those relevant to the Nigerian manufacturing sector. This section discusses studies that support and challenge the relationship between HRM strategies and organizational performance.

2.4.1 Recruitment and Selection and Organizational Efficiency and Productivity

The recruitment and selection process plays a critical role in ensuring that organizations hire employees with the right skills, knowledge, and experience. Several studies have highlighted the significance of effective recruitment and selection strategies in enhancing organizational performance.

In a study by Oladapo & Adedoyin (2021), it was found that in the Nigerian manufacturing sector, the implementation of strategic recruitment practices helped organizations like Cadbury Nigeria Plc attract employees with the necessary skills and competencies to meet operational goals. These practices not only enhanced workforce productivity but also contributed to improved organizational efficiency by reducing turnover and increasing employee retention.

Similarly, Okolie et al. (2022) investigated the link between recruitment and organizational performance in Nigerian firms. The study revealed that when recruitment and selection processes were aligned with organizational objectives, there was a noticeable improvement in productivity levels. By selecting employees whose skills matched the strategic needs of the organization, companies experienced lower training costs and faster onboarding, leading to higher operational efficiency.

However, a study by Ahmed et al. (2023) found that recruitment practices alone are not enough to drive organizational performance. The research emphasized the need for a comprehensive HRM strategy that integrates selection with training and performance management. This finding suggests that while recruitment is a critical starting point, it must be supported by other HRM practices to optimize productivity and efficiency.

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

2.4.2 Employee Training and Development and Organizational Efficiency and Productivity

Employee training and development have been widely recognized as key drivers of organizational performance. Many studies show that investing in employees' skills and knowledge through training programs leads to enhanced productivity, innovation, and operational efficiency.

For example, research by Akinyemi & Osibanjo (2018) in the Nigerian manufacturing industry found a strong positive relationship between training programs and organizational productivity. The study revealed that training initiatives improved employees' technical skills, problem-solving abilities, and overall job performance, leading to greater operational efficiency. This is especially important in fast-moving consumer goods (FMCG) companies like Cadbury Nigeria Plc, where maintaining high-quality standards and meeting production targets is essential for competitiveness.

Similarly, in a study by Okolie et al. (2022), it was shown that continuous employee development programs significantly contributed to improving organizational efficiency. Employees who participated in training programs were more proficient in their roles, resulting in higher productivity and fewer operational errors. The research concluded that organizations that invest in employee training experience better performance outcomes due to a more capable and skilled workforce.

However, not all studies have found universally positive effects of training on performance. For instance, a study by Ojo (2020) indicated that while training programs led to improved technical skills, the benefits were not always fully realized in terms of productivity. The study suggested that the effectiveness of training depends on several factors, such as the alignment of training with job requirements, employee motivation, and the organizational culture of learning.

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

2.4.3 Performance Management and Organizational Efficiency and Productivity

Performance management systems are designed to align employee behavior and efforts with organizational goals. Several studies have examined the role of performance management in driving efficiency and productivity.

A study by Oladapo & Adedoyin (2021) found that effective performance management systems in Nigerian manufacturing firms were associated with higher employee motivation, increased productivity, and improved organizational efficiency. By setting clear performance expectations and providing regular feedback, performance management systems helped employees stay focused on achieving organizational objectives, thereby improving overall performance.

Likewise, research by Armstrong & Taylor (2023) emphasized the importance of continuous performance appraisal systems in ensuring that employees' performance aligns with organizational goals. The study found that organizations with well-established performance management systems saw higher levels of employee engagement, productivity, and efficiency, as employees were motivated to perform at their best when their efforts were recognized and rewarded.

On the contrary, a study by Olayinka & Adedeji (2020) found that performance management systems that were poorly designed or implemented led to dissatisfaction, reduced morale, and lower productivity. The research indicated that employees who felt that the performance evaluation process was unfair or biased were less motivated and less likely to achieve their full potential.

2.4.4 Integrated HRM Strategies and Organizational Efficiency and Productivity

Several studies have examined how the integration of various HRM strategies, such as recruitment and selection, training and development, and performance management, collectively impact organizational performance. The integration of HRM practices is crucial for ensuring that each HRM strategy complements the others in driving productivity and efficiency.

In a study by Boxall & Purcell (2022), it was found that organizations that integrated HRM strategies into a coherent system were more likely to achieve sustainable performance improvements. For example, the alignment of recruitment with training programs and performance management systems helped ensure that employees had the necessary skills and were motivated to perform well, leading to better organizational outcomes.

Similarly, research by Okolie et al. (2022) highlighted that organizations that took a holistic approach to HRM, by linking recruitment, training, and performance management, experienced better operational efficiency and productivity. The study argued that the synergy between these HRM practices allowed organizations to optimize their human resources, which resulted in improved performance and competitiveness.

However, research by Nwachukwu (2021) found that even when HRM practices were integrated, there were still challenges related to organizational culture and employee resistance to change. The study suggested that for HRM strategies to be effective, there must be a strong organizational culture that supports innovation and continuous improvement.

2.4.5 HRM in the Nigerian Manufacturing Sector

In the Nigerian context, the manufacturing sector faces unique challenges, including a volatile economic environment, skills gaps, and high employee turnover. Several studies have explored how HRM practices have been applied to overcome these challenges and improve organizational performance.

A study by Oladapo & Adedoyin (2021) showed that Nigerian manufacturing firms, including Cadbury Nigeria Plc, have made significant strides in adopting HRM practices that enhance efficiency and productivity. The research found that while challenges such as labor turnover and skills shortages existed, companies that invested in HRM practices like recruitment, training, and performance management were better able to adapt to these challenges and maintain high levels of performance.

Similarly, a study by Ezeani & Okpara (2020) found that the adoption of modern HRM practices in Nigerian manufacturing firms led to improved employee satisfaction, lower turnover, and higher productivity. The study concluded that companies that prioritized HRM

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

as a strategic function were able to navigate the complexities of the Nigerian business environment more successfully.

3.0 Methodology

3.1 Research Design

This study adopted a descriptive survey research design, which was appropriate for collecting quantitative data that captured the relationships between human resource management strategies and organizational outcomes. The design allowed for the use of structured instruments to collect data from a sample that represented the target population, enabling generalizations to be made within the context of Cadbury Nigeria Plc, Ikeja, Lagos.

3.2 Population of the Study

The population of this study comprised all employees of Cadbury Nigeria Plc, Ikeja, across various departments including Human Resources, Production, Finance, Marketing, and Administration. The focus was on both managerial and non-managerial staff involved in or affected by recruitment, training, and performance management practices. Based on internal records, the estimated population was approximately 350 employees.

3.3 Sample Size and Sampling Technique

The sample size was determined using Yamane's formula (1967) for a finite population:

$$n = \frac{N}{1+Ne^2}$$

Where:

n = Sample size

N = Population size (350)

e = Margin of error (5% or 0.05)

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

Substituting the values:

$$n = \frac{350}{1 + 350(0.05)^2}$$

$$n = \frac{350}{1 + 350\,(0.0025)}$$

$$n = \frac{350}{1 + 0.875}$$

n = 350/1.875

n = 187

Thus, the sample size was 187 respondents.

A stratified random sampling technique was employed to ensure representation across various departments and job levels. This allowed for more accurate analysis of how HRM strategies affected different categories of employees.

3.4 Sources and Methods of Data Collection

Primary data were collected using a structured questionnaire. The questionnaire consisted of closed-ended questions designed on a 5-point Likert scale (ranging from “Strongly Disagree” to “Strongly Agree”) to assess respondents’ perceptions of:

i. Recruitment and selection practices

ii. Training and development activities

iii. Performance management systems

iv. Organizational efficiency and productivity

The questionnaire was divided into five sections:

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

i. Demographic information

ii. Recruitment and selection

iii. Training and development

iv. Performance management

v. Organizational efficiency and productivity

The instrument was pre-tested (pilot study) on 10 respondents (not included in the final sample) to refine questions for clarity, reliability, and validity.

3.5 Method of Data Analysis

Data collected were analyzed using the Statistical Package for the Social Sciences (SPSS), version 25. The analysis involved:

Descriptive statistics (frequency, percentage, mean, and standard deviation) to summarize respondents' demographic characteristics and general trends.

Inferential statistics:

Pearson correlation analysis was used to test the strength and direction of relationships between HRM strategies and organizational outcomes.

Multiple regression analysis was conducted to determine the combined and individual effects of recruitment and selection, training and development, and performance management on organizational efficiency and productivity.

Hypotheses testing were conducted at a 95% confidence level (significance level of 0.05).

3.6 Validity and Reliability of the Instrument

To ensure validity, the questionnaire was reviewed by academic experts in human resource management and research methodology. Their feedback was used to refine the content, structure, and wording of the items.

For reliability, a Cronbach's Alpha test was conducted. A coefficient of 0.70 or above was considered acceptable, indicating internal consistency of the questionnaire items.

4.0 Data Presentation, Analysis and Interpretation

4.1 Preamble

This chapter presents, analyzes, and interprets the data collected from respondents at Cadbury Nigeria Plc, Ikeja, Lagos. The data are structured according to the study's objectives, research questions, and hypotheses. Both descriptive and inferential statistics are used to evaluate the effect of human resource management (HRM) strategies namely recruitment and selection, training and development, and performance management on organizational efficiency and productivity.

4.2 Demographic Characteristics of Respondents

The demographic section includes variables such as gender, age, education level, years of experience, and department. These characteristics provide context for interpreting responses.

Demographic Variable	Categories	Frequency	Percentage (%)
Gender	Male	106	56.70%
	Female	81	43.30%
Age	18–30	53	28.30%
	31–40	74	39.60%
	41–50	40	21.40%
	51 and above	20	10.70%
Educational Level	OND/NCE	33	17.60%

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

	BSc./HND	94	50.30%
	Master's Degree & above	60	32.10%
Work Experience	Less than 5 years	41	21.90%
	5–10 years	86	46.00%
	Above 10 years	60	32.10%
Department	HR	34	18.20%
	Production	55	29.40%
	Finance	26	13.90%
	Marketing	42	22.50%
	Administration	30	16.00%

Source: Researcher Survey, 2026

4.3 Descriptive Statistics of Key Variables

The analysis of key HRM strategies and organizational outcomes is summarized using mean scores and standard deviations (based on a 5-point Likert scale).

Variable	**Mean**	**Std. Deviation**	**Interpretation**
Recruitment and Selection	4.13	0.68	Strongly Agreed
Training and Development	4.06	0.73	Strongly Agreed
Performance Management	3.98	0.81	Agreed
Organizational Efficiency	4.02	0.71	Strongly Agreed
Organizational Productivity	4.08	0.67	Strongly Agreed

Interpretation: Respondents generally agree or strongly agree that HRM strategies are effectively implemented at Cadbury Nigeria Plc, and they positively influence both efficiency and productivity.

4.4 Correlation Analysis

To test the relationships between HRM strategies and organizational outcomes, Pearson correlation was conducted.

Independent Variable	**Efficiency (r)**	**Productivity (r)**	**Sig. (2-tailed)**
Recruitment & Selection	0.617**	0.602**	0
Training & Development	0.591**	0.643**	0
Performance Management	0.548**	0.566**	0

Note: ** Correlation is significant at the 0.01 level.

Interpretation: All HRM strategies show strong and statistically significant positive relationships with both organizational efficiency and productivity.

4.5 Regression Analysis

Multiple regression was used to determine the extent to which HRM strategies predict organizational efficiency and productivity.

Model Summary

R	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
0.731	0.534	0.526	0.451

Interpretation: HRM strategies explain approximately 53.4% of the variation in organizational efficiency and productivity.

ANOVA Table

Source	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Regression	48.452	3	16.151	79.492	0
Residual	42.248	183	0.231		

Total	90.7	186			

The model is statistically significant ($p < 0.05$).

Regression Coefficients

Variable	B	Std. Error	Beta	t	Sig.
Constant	0.894	0.198		4.515	0
Recruitment & Selection	0.312	0.071	0.302	4.394	0
Training & Development	0.295	0.067	0.294	4.403	0
Performance Management	0.261	0.076	0.248	3.434	0.001

4.6 Hypothesis Testing

Hypothesis	Decision	Basis
Ho1: Recruitment & selection has no significant effect	Rejected	$p = 0.000 < 0.05$
Ho2: Training & development has no significant effect	Rejected	$p = 0.000 < 0.05$
Ho3: Performance management has no significant effect	Rejected	$p = 0.001 < 0.05$

Conclusion: All null hypotheses were rejected, confirming that recruitment & selection, training & development, and performance management significantly affect organizational efficiency and productivity.

4.7 Discussion of Findings

The findings confirm that recruitment and selection significantly influence organizational performance. Employees believe that hiring processes align well with job requirements, which contributes to lower turnover and improved output.

Training and development were found to be one of the strongest predictors of performance. This aligns with Oladapo & Adedoyin (2021) and Okolie et al. (2022), who highlighted training as a catalyst for productivity in the FMCG sector.

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

The impact of performance management systems is also statistically significant. This supports the theoretical assertions of Armstrong & Taylor (2023) and empirical evidence from Oladapo & Adedoyin (2021), demonstrating that when employees receive regular feedback and performance incentives, their output improves.

The combined influence of HRM strategies is strong, confirming that integrated approaches to recruitment, training, and performance management contribute significantly to productivity and efficiency.

5.0 Conclusion and Recommendations

5.1 Conclusion

The research concludes that HRM strategies play a crucial role in driving organizational efficiency and productivity. Specifically:

Recruitment and selection ensure that the right individuals with relevant skills and cultural fit are employed.

Training and development enhance employee capabilities, leading to better job performance and adaptability.

Performance management systems provide direction, motivation, and accountability, fostering a culture of continuous improvement.

By aligning HRM strategies with business objectives, Cadbury Nigeria Plc can maintain its competitiveness in the fast-moving consumer goods (FMCG) sector. The study validates the theoretical frameworks (Resource-Based View and Human Capital Theory), which emphasize the importance of leveraging human capital for sustainable competitive advantage.

6.0 Recommendations

Based on the findings, the following recommendations are proposed:

Vol. 7, No. 1: 2026 ISSN: 2811-1737 (Paper), 2811-1745 (Online)

1. Enhance Strategic Recruitment Processes:

i. Cadbury Nigeria Plc should continuously review and align its recruitment and selection strategies with evolving business needs and technological advancements.

ii. The use of psychometric tools and competency-based interviews can improve candidate-job fit.

2. Invest in Continuous Training and Development:

i. Management should allocate adequate resources for continuous employee training.

ii. Training programs must be aligned with specific job roles and future industry trends to maximize impact.

3. Strengthen Performance Management Systems:

i. Introduce transparent and objective performance appraisal methods.

ii. Encourage employee participation in goal-setting and provide regular feedback to foster motivation and accountability.

4. Promote an Organizational Culture of Learning and Recognition:

i. Beyond formal training, a culture that promotes learning, innovation, and knowledge sharing should be cultivated.

ii. Recognize and reward high-performing employees to reinforce positive behaviors.

5. Integrate HRM Functions:

i. HRM strategies should not operate in silos. Recruitment, training, and performance management should be integrated into a cohesive talent management system that supports organizational goals.

6.1 Contribution to Knowledge

This study adds to the growing body of knowledge on HRM in developing economies, particularly within the Nigerian manufacturing sector. It provides:

i. Empirical evidence of the effect of HRM strategies on organizational performance in an FMCG context.

ii. Context-specific insights that can guide HR practitioners and business leaders in tailoring HR policies to address challenges such as skills gaps and high labor turnover.

iii. A practical framework for linking recruitment, development, and performance management with operational outcomes.

6.2 Suggestions for Further Research

To build upon the findings of this study, the following areas are recommended for future research:

i. Comparative Studies: Future research could compare HRM strategies and their effects across different manufacturing firms or sectors to identify industry-specific patterns.

ii. Longitudinal Studies: Tracking the long-term impact of HRM strategies on performance could provide more robust insights into causality and sustainability.

iii. Qualitative Approaches: In-depth interviews and case studies could explore employee perceptions and the nuanced impact of HRM practices on job satisfaction and innovation.

iv. Technology and HRM: Investigating the role of digital HRM systems (e.g., AI-driven recruitment or e-learning platforms) in enhancing efficiency and productivity would be valuable in today's technology-driven workplace.

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