



Effect of Organizational Structure on Performance of Food and Beverage Manufacturing Firms in Enugu State

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Abstract

The study evaluated the Effect of organisational structure on the performance of food and beverage of manufacturing firms in Enugu State. A study of Aqua Ralph Investment Limited, 9th mile, Enugu. The specific objectives of the study are: examine the effect of job design on the profitability; evaluate the effect of organization hierarchy on the output and ascertain the effect of job grouping on the operational safety of food and beverage manufacturing firms in Enugu state. The study used the survey approach and stratified random sampling. The primary source was the administration of questionnaire. The population of the study was 302 employees. The whole population was used due to small number. 286 respondents returned the questionnaire and accurately filled. That gave 95 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.86 which was also good. Data was presented using tables, percentages, mean score and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z – test statistics tool. The findings indicated that Job design had significant positive effect on the profitability; $Z(95, n = 286), 6.150 < 7.983, p. < .05$. Organisation hierarchy had significant positive effect on the output $Z(95, n = 286), 7.273 < 9.491, p. < .05$ and Job grouping had significant positive effect on the operational safety of food and beverage manufacturing firms in Enugu state $Z(95, n = 286), 6.268 < 7.983, p. < .05$. The study concluded that Job design, Organisation hierarchy, Job grouping and Authority designation had significant positive effect on the profitability, output, and operational safety sales volume of food and beverage manufacturing firms in Enugu state. The study recommended among others that to improve job satisfaction, through-put, quality and reduce employee problems (e.g., grievances, absenteeism) the organizations should have job design.

Keywords: Organizational Structure; Job Design; Organization Hierarchy; Job Grouping

1. Introduction

1.1 Background of the study

Employees want to understand their job responsibilities, whom they report to, what decisions they can and should make and how they interact with other people and teams within the company. An organizational structure creates this framework. Organizational structures can be centralized or decentralized, hierarchical or circular, flat or vertical. Every company needs an organizational structure—whether they realize it or not. The organizational structure is how the company delegates roles, responsibilities, job functions, accountability and decision-making authority. The organizational structure often shows the “chain of command” and how information moves within the company. Having an organizational structure that aligns with your company’s goals and objectives is crucial.

This article describes the various types of organizational structures, the benefits of creating one for your business and specific elements that should be included (Organ, 2023) ^[14]. An organizational structure is important because they define how responsibilities are divided, and coordinated. If an organizational chart is not drawn correctly, the entire system will fail. For example, the organizational structure of government agencies, business units, or private companies always has a well-defined chain of command and operating procedures. Whether it's the public or private sector, an administrative structure based on policies, rules, and hierarchy is necessary. The organizational structure is also critical when it comes to growth. Employees are more likely to perform better when a system is in place. The structure helps define who is responsible for what and who the employees can turn to for help. An org chart helps everyone understand their role in the business as can be seen in this example (Ang, 2024) ^[2].

Assessing performance in the manufacturing industry can be difficult. But measurable key performance indicators help gauge the productivity of the workforce. Being conscious of these metrics helps you understand and accelerate employee and business success. The key in developing a sustainable organization is to construct the multiple organizational performance measures so that they are properly integrated and directed towards achieving organizational goals and objectives. Sustainable performance includes a human element, and its cornerstones are passion and learning. When you unite the two, you have the drive and know-how to make great progress and innovation (Craig, 2018). Focusing on building a performance workforce is a must if a company aims to connect and produce results authentically and successfully. This has led to the study on the effect of organisational structure on the performance of food and beverage of manufacturing firms in Enugu state.

1.2 Statement of the problem

An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities. The organizational structure also determines how information flows between levels within the company. It help businesses implement efficient decision-making processes. By assigning specialized roles to lower-level employees, businesses can make better decisions faster. Additionally, organizational structures provide a clear org chart that helps businesses keep track of their human resources.

Today, organisations are faced with lack of structure leads to miscommunication, work delays, poor process flows, low morale, lack of job design, organisation hierarchy, job grouping, and authority designation other serious consequences that stunt business growth. Poor organizational design and structure results in a bewildering morass of contradictions: confusion within roles, a lack of co-ordination among functions, failure to share ideas, and slow decision-making bring managers unnecessary complexity, stress, and conflict.

The result of weak or non-organizational structure leads to low profits, poor output, lack of operational safety, and low sales volume, poor coordinate teamwork and increase conflicts. A clear structure allows every team member to be involved. When employees know what they are responsible for and who they report to – which is not the case in many

fast-growing companies – they are more likely to take ownership of their work. Based on this the need to study the effect of organizational structure on the performance of food and beverage of manufacturing firms in Enugu state.

1.3 Objective of the study

The main objective of the study was to evaluate the effect of organisational structure on the performance of food and beverage of manufacturing firms in Enugu State. A study of Aqua Ralph Investment Limited, 9th mile. The specific objectives of the study are:

- Examine the effect of job design on the profitability of food and beverage manufacturing firms in Enugu state
- Evaluate the effect of organisation hierarchy on the output of food and beverage manufacturing firms in Enugu state
- Ascertain the effect of job grouping on the operational safety of food and beverage manufacturing firms in Enugu state

1.4 Research Questions

The following research questions guided the study

- What is the effect of job design on the profitability of food and beverage manufacturing firms in Enugu state?
- What is the effect of organisation hierarchy on the output of food and beverage manufacturing firms in Enugu state?
- What is the effect of job grouping on the operational safety of food and beverage manufacturing firms in Enugu state?

1.5 Statement of Hypotheses

The following Hypotheses guided the study

- Job design has effect on the profitability of food and beverage manufacturing firms in Enugu state
- Organization hierarchy has effect on the output of food and beverage manufacturing firms in Enugu state.
- Job grouping has effect on the operational safety of food and beverage manufacturing firms in Enugu state.

1.6 Significance of the study

The study will benefit the following:

Organizations: The study will be of great importance to organizations with the purpose of extending business activities in more than one geographical region and increase the profitability of the organization.

Individuals: The knowledge of the study will help to enlighten individuals who do not know the importance of organisational structure in improving business activities and achieving organizations goal.

Future researchers: The study will also serve as a reference material to future researchers and academicians who will venture into a study of this nature.

2. Conceptual Literature

2.1 Organizational Structure

An organizational structure is the way that a company, organization, or team is set up. It can be hierarchical, with different levels of management. Or it can be divisional, with different product lines and divisions. Sometimes, there's little to no hierarchy at all. Every company and team has an organizational structure, even if it is not formally defined. No matter the organization's size, certain aspects of workplace decision-making and processes need to be clear. Many small

businesses handle these designations informally. As a company grows, though, it's helpful to revisit and clarify these hierarchies (or lack thereof). Organizational structure is the backbone of all the operating procedures and workflows at any company. It determines the place and the role of each employee in the business, and is key to organizational development (Campbell, 2022) ^[3].

2.1.1 Components of Organizational Structure

Job Design

Job design is the process of creating a job that enables the organization to achieve its goals while motivating and rewarding the employee. This means that a well-designed job leads to higher productivity and quality of work, while also leading to higher job satisfaction, lower absence, and lower employee turnover intentions (Vulpenm, 2024). It is the process of establishing employees' roles and responsibilities. Its main purpose is to optimise work processes to create value and maximise performance. But, it's also a key element in creating good quality jobs which benefit both workers and employers. Job design is all about making sure that each job has the right tasks and responsibilities assigned. It also looks at how different jobs in a company work together. HR managers make sure each job is set up so it can be done well and easily and that is a good fit for the person doing it. It is the process of specifying the duties and responsibilities that will be included in employees' roles. Human Resource (HR) managers aim is to design work duties specific to the individual so that it allows the employee to maximise their performance and stay engaged and motivated (Studysmarter, 2024) ^[15].

2.1.2 Organization Hierarchy

A hierarchy is organized into a pyramid-like structure, with executives, directors, managers, and employees in order from the highest level to the lowest in the chain. This is by far the most widely used structure and creates clear boundaries between team members. In nearly every organization, there exists a hierarchy that defines work roles and authority. An organization's hierarchy can influence communication, productivity, and project success. By learning about organization hierarchies, you can gain insights into your organization's structure and develop ideas for structural changes whenever required, (Indeed, 2023) ^[8].

2.1.3 Job Grouping

All staff positions are evaluated internally and placed into a job group and a level, based impact of the role, scope of responsibilities, knowledge, skills, and competencies, and education and experience to meet the needs of the department. The job groups and levels allow for focus on the general requirements of the job and not the specific characteristics or background of the individual holding the job. This structure provides for grouping of similar positions, consistent definition of core job responsibilities across the College and a foundation for detailed career paths. There are four job groups (as defined below) with various levels defined for each job group. A job group is a set of jobs that involve similar work and require similar training, skills, knowledge, and expertise. A job subgroup is set of jobs within a larger job group. Job subgroups describe specialized functions. Workforce Planning Job Groups are groups of job classes that are linked by a common purpose, skill set, or

education or certification requirement. They allow us to more precisely identify the availability for that type of work. They also provide skill-related groups that can be used for workforce planning and study. The Workforce Planning job groups are used for all enterprise affirmative action reporting.

2.1.4 Performance

Performance is seen as the vital result anticipated in all business activity (Muhammad *et al.*, 2019) (Ahmed, Shah, Qureshi, Shah, & Khuwaja 2018), (Galdeano, Ahmed, Fati, Rehan, & Ahmed 2019), performance refers to a company's overall performance as measured by the sum of its financial, marketing, and human resource operations over a period of time. Firms set goals and objectives that must be met within a certain time limit. The efficacy of an organization is measured by how well it achieves its goals. Thus, organizational performance refers to an organization's capacity to meet its objectives, such as a high profit margin, high product quality, a higher market share, and improved financial outcomes, within a given time frame and by implementing the appropriate strategy (Olusegun, Olympus, & Olakunle, 2020).

2.2 Theoretical Framework

2.2.1 Contingency Theory

The contingency theory was proposed by Fred Edward Fiedler 1964 developed contingency theory emphasizes the importance of both the leader's personality and the situation in which that leader operates. Contingency theory posits that an organizations strategic posture either augments or diminishes the impact of human resource practices on performance. Wright, Smatr and McMahan (1995), organizations exhibited higher performance when they recruited and acquired employees possessing competencies consistent with the organizations current strategies. Moreover, they also found that organization exhibited high performance when they sought out a strategy that matched their current employee's competencies (Snow and Snell, 1993). In other words, contingency theory proposes that effective leadership is contingent on factors independent of an individual leader. As such, the theory predicts that effective leaders are those whose personal traits match the needs of the situation in which they find themselves. Fiedler's contingency model of leadership focuses on the interaction of leadership style and the situation. He identified three relevant aspects of the situation; the quality of the leaders relationships with others, how well structured their tasks were and the leaders amount of formal authority. The theory indicated that task-oriented leaders were more effective when the situation was either highly favourable or highly unfavourable, but that person-oriented leaders were more effective in the moderately favourable or unfavourable situation. The theory did not necessarily propose that leaders could adapt their leadership style to different situation, but that leaders with different leadership style would be more effective when placed in situations that matched their preferred style. The contingency approach to management holds that management techniques should be dependent upon the circumstances. A contingency approach to management is based on the theory that management effectiveness is contingent, or dependent, upon the interplay between the application of management behaviors and specific situations.

2.3 Empirical Review

2.3.1 Job design on the profitability

Ede, Okolie & Aku-ibe (2023) ^[4] conducted a study on the social processes and performance of food and beverage manufacturing firm in Enugu state. The specific objectives were to: examine the effect of gain commitment on the improved employee productivity and identify the effect of communication on the optimization of resources of food and beverage manufacturing firm in Enugu state. The area of the study was food and beverage firms in Enugu State. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. A total population of 1238 selected staff of the study organisations. The adequate sample size of two hundred and ninety-three (293) using Freund and William's statistic formula at 5 percent margin of error. Two hundred and fifty-seven (257) staff returned the questionnaire and accurately filled. That gave 88 percent response rate. Data was presented and analyzed using Likert Scale and the hypotheses using the Pearson correlation coefficient (r). The findings indicated Gain commitment had positive significance relationship with the improved employee productivity ($r = .424 < .983, p < .05$) and Communication had positive significance relationship with optimization of resources of food and beverage manufacturing firm in Enugu state ($r = .383 < .966, p < .05$). The study concluded that gain commitment and communication had positive relationship significance on the improved employee productivity and optimization of resources of food beverage and tobacco manufacturing firms in Enugu State. The study recommended among others that the management of organisations should instill in the minds of employees the importance of shared commitment. Commitment nurtures camaraderie, trust, and a sense of caring-the essential elements a team requires to sustain itself in the long run.

Ugwu, Eneh & Orga (2023) ^[7] conducted a study on Corporate Culture defers from one organisation to another and is a system of shared understanding or common beliefs held by members of the same organization. These common beliefs and shared understanding affects the performance and profitability of organizations. Hence, the study evaluated the effect of corporate culture on the profitability of food, beverages and tobacco manufacturing firms in South East Nigeria. The specific objectives were to: examine the effect of learning and development on the increase in revenue; evaluate the effect of communication on the change in productivity and determine the effect of trust on the reduced expenses. The study adopted descriptive survey. The primary source of data was questionnaire. A total population of three hundred and twenty two (312) staff was used. 273 staff returned the questionnaire. Data was analyzed and Z – test was used to test the hypotheses. Findings showed that Learning and development had positive effect on the increase in revenue, $Z (97, n = 273) = 6.582 < 9.547$. Communication had positive effect on the change in productivity $Z (97, n = 273) = .7.006 < 7.671$. Trusts had positive effect on the reduced expenses $Z (97, n = 273) = .7.671 < 10.107$. The study concluded that learning and development, communication and trust had positive significant effect on the increase in revenue, productivity and reduced expenses.

Adefulu, Akinlabi, Makinde & Balogun (2023) ^[1] conducted a study on Manufacturing plays a vital role in achieving economic sustainability and stability. This research study investigated the influence of ecopreneurship and its

dimensions on the profitability of selected food and beverage manufacturers in Lagos and Ogun States, Nigeria. The study employed a survey research design and included a population of 863 employees from 10 food and beverage manufacturing firms in the specified regions. The sample size of 415 was determined using the Cochran (1997) formula, with an additional 30% accounted for potential attrition. A random sampling technique and proportional allocation method were utilized to distribute samples to businesses in the two states. Primary data was collected using a modified, structured, and validated questionnaire, with Cronbach's alpha coefficients ranging from 0.76 to 0.80 for the constructs. The response rate was 89.15%. Data analysis involved multiple regression analysis, which revealed that ecopreneurship dimensions significantly impact profitability (Adjusted R-squared = 0.78; $F (5, 364) = 274.665, p < 0.05$). Thus, it was concluded that ecopreneurship influences the profitability of selected food and beverage manufacturing firms in Lagos and Ogun States, Nigeria. It is recommended that the management of these firms develop a policy linking ecopreneurship to organizational objectives to achieve substantial and sustainable long-term progress. Such a policy would serve as the foundation for proposed and adopted ecopreneurship-related actions by the firms.

Ukwueze (2023) ^[17] conducted a study on the effect of Green Working Capital Financing on the Performance of Manufacturing Firms in Southeast Nigeria. The specific objectives are to examine the effect of trade receivables and to evaluate the effect of trade payables on the profitability of manufacturing firms in southeast Nigeria. A descriptive cross-sectional research design was used for the study where a questionnaire was used to obtain primary data. The data were analyzed using SPSS 28.0 and simple linear regression. The result revealed that trade receivable has a significant positive effect on the profit with a coefficient (of 12.7%; $P < 0.001$). While trade payable has a significant negative effect on the profit of the firm with a coefficient of (-28.5%; $P = 0.001$). We, therefore, conclude that green working capital has (both positive and negative) significant effects on the performance of the manufacturing firm in southeast Nigeria. We recommended that a manufacturing firm in southeast Nigeria should endeavor to adopt green working capital financing to enable them to seek more green financing.

2.3.2 Organization hierarchy on the output

Vyas, Makinde, Akinlabi & Adefulu (2023) ^[9] conducted a study on the development of the economy and this has been considered by researchers. In Nigeria, the decline in the productivity of the sector has been noticed which could be as a result of lack of quality management practices such as leadership behaviour, strategic quality planning, supplier quality management, process management and customer focus. The study investigated the effect of quality management practices on productivity of selected food and beverages manufacturing firms in Lagos State, Nigeria. The study adopted a survey research design. The population of the study was 14, 591 top, middle and low-level management employees while the sample size of 491 was determined using the research advisor table. Simple random sampling technique was used. A validated questionnaire was used to collect data. Cronbach's alpha reliability coefficients for the constructs ranged from 0.866 to 0.954. The response rate 100% was achieved. Data were analysed using multiple regression model. Findings revealed that quality management

practices had significant effect on productivity ($\text{Adj.R}^2 = 0.148$; $F(5, 485) = 18.004$, $p < 0.05$). The study concluded that quality management practices significantly affected productivity of food and beverages manufacturing firms in Lagos State, Nigeria. The study recommends that food and beverages manufacturing firms should encourage the adoption of quality management practices to enhance improve productivity.

Mgbobi & Ubesie (2023) ^[9] conducted a study on the effect of earning variables on stock returns of foods and beverage manufacturing firms in Nigeria with reference to UAC plc (2012-2021). The study specifically examined the effect of profit for the year on dividend yield of food and beverage companies in Nigeria, the effect of return on assets on dividend yield of food and beverage companies in Nigeria and also the effect of return on equity on dividend yield of food and beverage companies in Nigeria. Three research questions and hypotheses were formulated in line with the stated objectives. The study made use of expose facto research design, data for the study were sourced through annual reports and accounts of UAC Plc. data collected were analyzed using multiple regression, result of the analysis shows that Profit for the year has positive and significant effect on dividend yield food and beverage companies in Nigeria. It was also observed that return on asset have significant effect on dividend yield food and beverage companies in Nigeria. The study further revealed that return on equity have significant effect on dividend yield food and beverage companies in Nigeria. Based on the findings, the study recommended among others that an optional stock return payout should be determined with the firm's investment opportunities and any preference that investors have for dividend as opposed to capital gain. If considerable attention is not given to this issue, the shareholders might become frustrated and consequently lead to mass disposal of their stocks. Such a situation often leads to a downward trend in the price of stocks. The study concluded that the theory of valuation of income streams has a central and honoured place in the finance doctrine.

Edeh, Nnamani & Mbah (2023) ^[5] conducted a study on skilled manpower and organizational performance in manufacturing firms in South East, Nigeria was embarked upon to specifically determine the following: the extent to which skilled manpower affected the profit of manufacturing firms, assess the extent to which skilled manpower affected the return on asset (ROA) of manufacturing firms, and examine the extent to which skilled manpower affected labour turnover of manufacturing firms in South East, Nigeria. Descriptive survey design was adopted for the study; a sample size of 71 was obtained from a population of 87 using Yamane method. The instrument for data collection was structured questionnaire. The data generated were presented using frequency distribution table and the formulated hypotheses were tested using t-test. The study revealed that skilled manpower has a significant effect on the profit of manufacturing firms in South East, Nigeria based on the tested hypotheses which showed that the calculated value 12.73 is greater than the table value of 0.9842. Similarly, the study revealed that skilled manpower significantly and positively affected the return on assets of manufacturing firms in South East, Nigeria; that was confirmed through the tested hypotheses which showed that the calculated value 9.07 was greater than the table value 0.9842. More so, it was drawn from the study that skilled manpower significantly and

positively affected the labour turn-over of manufacturing firms in South East, Nigeria; based on the tested hypothesis, the calculated value 11.99 was greater than the table value of 0.9842. The study concluded that South East, states of Nigeria should.

2.3.3 Job grouping on the operational safety

Ugwu, Eneh and Orga (2023) ^[16] conducted a study on system of shared understanding or common beliefs held by members of the same organization. These common beliefs and shared understanding affects the performance and profitability of organizations. Hence, the study evaluated the effect of corporate culture on the profitability of food, beverages and tobacco manufacturing firms in South East Nigeria. The specific objectives were to: examine the effect of learning and development on the increase in revenue; evaluate the effect of communication on the change in productivity and determine the effect of trust on the reduced expenses. The study adopted descriptive survey. The primary source of data was questionnaire. A total population of three hundred and twenty two (312) staff was used. 273 staff returned the questionnaire. Data was analyzed and Z – test was used to test the hypotheses. Findings showed that Learning and development had positive effect on the increase in revenue, $Z(97, n= 273) = 6.582 < 9.547$. Communication had positive effect on the change in productivity $Z(97, n= 273) = .7006 < 7.671$. Trusts had positive effect on the reduced expenses $Z(97, n= 273) = .7671 < 10.107$. The study concluded that learning and development, communication and trust had positive significant effect on the increase in revenue, productivity and reduced expenses. The study recommended that management should ensure and organize frequently training that will help inculcate the values of the organizations in the employees.

Eneh, Ogbuke & Okwor (2023) ^[6] conducted a study on the employee performance management practices and performance of food beverage manufacturing firms of Enugu State. The specific objectives were to: examine the relationship between engaged employees and the profitability and evaluate the relationship between identification of talent and output of food manufacturing firms of Enugu State. The area of the study was the SMEs in Enugu State. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaire. A total population of 911 selected staff of the study organisations. The adequate sample size of two hundred and Seventy (270) using Freund and William's statistic formula at 5 percent margin of error. Two hundred and twenty-eight (228) staff returned the questionnaire and accurately filled. The hypotheses were analyzed using Pearson correlation coefficient (r). The findings indicated there was significant positive relationship between Engaged employees and the profitability $r(95, n=228), = .453 < .985$, $P < .05$ and there was significant positive relationship between identification of talent and output of food manufacturing firms of Enugu State $r(95, n=228), = .416 < .971$, $P < .05$. The study concluded that engaged employees and talent had significant positive relationship with the profitability and output of food beverage manufacturing firms of Enugu State. The study recommended among others that Learning and development, and employee career management, should be leveraged on by the management by concentrating on the coaching and training programs and job rotation so that firms can achieve sustainable organizational performance.

Okechukwu and Onyia (2022) ^[12] conducted a study on the relationship between occupational health safety practices and employee performance in manufacturing firms in Enugu State. The specific objectives include: Evaluate the relationship between safety planning and output of manufacturing firms in Enugu state, Nigeria, and investigate the relationship between training programme and quality of service in manufacturing firms in Enugu state, Nigeria. The target population of this study consists of senior and junior staff of the selected food and beverage manufacturing firms in Enugu State. Out of a population of two thousand, five hundred and fifty-four (2,554) staff, the sample size of 486 was chosen after applying the Bill Godden (2004) formula for the determination of an adequate sample size. Three hundred and ninety-two (392) returned their questionnaire and accurately filled. The Pearson correlation coefficient was used to assess the reliability (r). It also yielded a good reliability coefficient of 0.84. Regression analysis was used to examine the data. The findings revealed that there is a positive significant relationship. In Enugu State, Nigeria, there is a link between safety planning and manufacturing output. There was a positive significant relationship between training program and quality of service in manufacturing firms in Enugu state, Nigeria, $r(95, n=486) = 427.877$, $P0.05$, $r(95, n=486) = 575.996$, $P0.05$. According to the findings, safety planning and training programs had a positive impact on the output and service quality of food and beverage manufacturing firms in Nigeria's Enugu state. As a result, the study recommended that management provide regular education and training on occupational health and safety issues in order to prevent workplace injuries and thus increase productivity.

Okechukwu, Onyia & Okolie (2023) ^[13] conducted a study on the effect of employee's extra role behavior on the performance of food and beverage of manufacturing firms in Enugu State. The specific objectives employee includes; employee's Sportsmanship on the customer satisfaction and altruism of employees on the team performance of food and beverage of manufacturing firms in Enugu State. A survey of research design was adopted for the study. Data for the study was purely a primary source of data. The tool of analysis used is the SPSS v.20 with emphasis on correlation analysis (r), coefficient of determination (R²), F-test (ANOVA) and regression coefficients for fitting the model specifications. The result revealed that, employee's sportsmanship has a significantly positive impact customer satisfaction at p-value ($R=0.824$, p-value<0.001); and altruism of employee has significant impact on team performance at p-value = ($R=0.903$, p-value<0.001) on the performance of food and

beverage of manufacturing firms for the period. Based on the finding, the study concluded that employee's sportsmanship, and altruism of employee all has significant impact on the performance of food and beverage of manufacturing firms for the period. The study recommends that, employees should sustain the employee sportsmanship and altruism as a means of holding on to the significant impact it has on customer satisfaction and team performance in order to enhance the firm overall performance.

2.4 Gap in empirical review

The studies done were carried outside effect of organisational structure on the performance of food and beverage of manufacturing firms in Enugu State and did not focus to best of my knowledge on the job design on the profitability, organisation hierarchy, job grouping on the operational safety, authority designation on the sales volume of food and beverage manufacturing firms in Enugu state. Most of the studies reviewed analysed their data through A purposeful sampling technique, Descriptive statistics and appropriate inferential statistics, Purposive Sampling technique, Pearson Moment Correlation Coefficient, Multiple sampling technique, Partial Least Square Structural Equation Modeling (PLS-SEM), Multiple Regression Analysis (MRA) method, Simple linear regression and Pearson correlation coefficient (r) while the present study made use of Z test to test the hypotheses. Therefore, the study aimed at filling this research gap by evaluating the effect of organisational structure on the performance of food and beverage of manufacturing firms in Enugu State.

3. Methodology

The study employed descriptive survey design. The study was carried out in Enugu State. The organization under study was Aqua Rapha Investment, 9th Mile Corner, Enugu. The population of the study was five hundred and two (502) employees. The Taro Yemane sampling technique was used to narrow the target population to researchable size of 302 respondents. The main instrument for data collection was a structured questionnaire. The research questions were answered with simple percentages, mean and standard deviation. For the 5-point likert scale questions, the scale and decision rule stated below were used in analyzing the findings. The hypotheses stated were tested using Z-score Statistics. Statistical Package for Social Science (SPSS) is computer Application Software was used for the data analyses.

3.1 Distribution and return of questionnaire.

Table 1: Distribution and Return of the Questionnaire

	Distributed	No Returned	Percent	No not Returned	Percent
Aqua Rapha Investment	302	286	95.0	16	5.0
Total	302	286	95.0	16	5.0

Source: Field Survey, 2025

Table 1 indicated that total copies of questionnaire distributed were 302, the number of the questionnaire returned was 286 which constitute 95 percent of the respondents, and the number not returned was 16 and constitute 5.0 percent of the respondents. This implies that the number of the questionnaire returned was more than those not returned.

Hence the study made use of the returned questionnaire for data analysis.

3.2 Data Presentation

3.2.1 The effect of job design on the profitability of food and beverage manufacturing firms in Enugu state

Table 2: Responses on the effect of job design on the profitability of food and beverage manufacturing firms in Enugu state.

		5 SA	4 A	3 N	2 DA	1 SD	ΣFX	- X	SD	Decision
1	Job design creates a clear and effective communication process.	520 104 36.4	160 40 14.0	123 41 14.3	116 58 20.3	43 43 15.0	962 286 100%	3.36	1.508	Agree
2	Managers clearly define tasks which helps to generate income.	535 107 37.4	160 40 14.0	96 32 11.2	120 60 21.0	47 47 16.4	958 286 100%	3.35	1.546	Agree
3	Tasks are formed with natural units to organize duties which help in effectiveness.	535 107 37.4	160 40 14.0	114 38 13.3	86 43 15.0	58 58 20.3	953 286 100%	3.33	1.580	Agree
4	Job design optimizes work processes for maximum productivity.	580 116 40.6	204 51 17.8	78 26 9.1	92 46 16.1	47 47 16.4	1001 286 100%	3.50	1.542	Agree
5	The employee quality of work life is improved by organizing work.	675 135 47.2	184 46 16.1	78 26 9.1	84 42 14.7	37 37 12.9	1058 286 100%	3.70	1.494	Agree
	Total Grand mean and standard deviation							3.448	1.534	

Source: Field Survey, 2024

Table 2 144 respondents out of 286 representing 50.4 percent agreed that Job design creates a clear and effective communication process with mean score 3.36 and standard deviation of 1.508. Managers clearly define tasks which helps to generate income 147 respondents representing 51.4 percent agreed with mean score of 3.35 and standard deviation of 1.546. Tasks are formed with natural units to organize duties which help in effectiveness 147 respondents representing 51.4 percent agreed with mean score of 3.33 and

standard deviation of 1.580. Job design optimizes work processes for maximum productivity 167 respondents representing 58.4 percent agreed with mean score of 3.50 and 1.542. The employee quality of work life is improved by organizing work 181 respondents representing 63.3 percent agreed with a mean score of 3.70 and standard deviation 1.494.

3.2.2 The effect of organization hierarchy on the output of food and beverage manufacturing firms in Enugu state

Table 3: Responses on the effect of organization hierarchy on the output of food and beverage manufacturing firms in Enugu state

		5 SA	4 A	3 N	2 DA	1 SD	ΣFX	- X	SD	Decision
1	A clear line of authority and reporting promotes productivity.	660 132 46.2	204 51 17.8	54 18 6.3	90 45 15.7	40 40 14.0	1048 286 100%	3.66	1.519	Agree
2	The understanding of employee roles and responsibilities increases growth.	625 125 43.7	212 53 18.5	60 20 7.0	58 29 10.1	59 59 20.6	1014 286 100%	3.55	1.604	Agree
3	Accountability for actions at different management levels promotes success.	745 149 52.1	332 83 29.0	54 18 6.3	12 6 2.1	30 30 10.5	1173 286 100%	4.10	1.268	Agree
4	Clear career paths and development prospects promotes business expansion.	670 134 46.9	380 95 33.2	24 8 2.8	56 28 9.8	21 21 7.3	1151 286 100%	4.02	1.247	Agree
5	A sense of creating comfort is enhanced which helps advancement prospects.	615 123 43.0	264 66 23.1	24 8 2.8	108 54 18.9	35 35 12.2	1046 286 100%	3.66	1.485	Agree
	Total Grand mean and standard deviation							3.798	1.4246	

Source: Field Survey, 2024

Table 3 183 respondents out of 286 representing 64.0 percent agreed that A clear line of authority and reporting promotes productivity with mean score 3.66 and standard deviation of 1.519. The understanding of employee roles and responsibilities increases growth 178 respondents representing 65.2 percent agreed with mean score of 3.55 and standard deviation of 1.604. Accountability for actions at different management levels promotes success 232

respondents representing 81.1 percent agreed with mean score of 4.10 and standard deviation of 1.268. Clear career paths and development prospects promotes business expansion 229 respondents representing 80.1 percent agreed with mean score of 4.02 and 1.247. A sense of creating comfort is enhanced which helps advancement prospects 189 respondents representing 66.1 percent agreed with a mean score of 3.66 and standard deviation 1.485.

3.2.3 The effect of job grouping on the operational safety of food and beverage manufacturing firms in Enugu state

Table 4: Responses on the effect of job grouping on the operational safety of food and beverage manufacturing firms in Enugu state

		5 SA	4 A	3 N	2 DA	1 SD	ΣFX	- X	SD	Decision
1	Everyone works in his/her ability which helps improve health and safety.	530 106 37.1	160 40 14.0	123 41 14.3	128 64 22.4	35 35 12.2	976 286 100%	3.41	1.474	Agree
2	The old and new employees work together in the same organisation sharing knowledge to accomplish task.	585 117 40.9	160 40 14.0	96 32 11.2	104 52 18.2	45 45 15.7	990 286 100%	3.46	1.544	Agree
3	Employees solve technical issues together through their shared skills.	585 117 40.9	160 40 14.0	114 38 13.3	92 46 16.0	45 45 15.7	996 286 100%	3.49	1.530	Agree
4	The work group increase creativity and efficiency.	600 120 42.0	204 51 17.8	78 26 9.1	104 52 18.2	37 37 12.9	1023 286 100%	3.58	1.494	Agree
5	There is reduced tension and stress which improves productivity.	675 135 47.2	184 46 16.1	78 26 9.1	84 42 14.7	37 37 12.9	1058 286 100%	3.70	1.494	Agree
	Total Grand mean and standard deviation							3.528	1.5072	

Source: Field Survey, 2024

Table 4 146 respondents out of 286 representing 51.1 percent agreed that Everyone works in his/her ability which helps improve health and safety with mean score 3.41 and standard deviation of 1.474. The old and new employees work together in the same organisation sharing knowledge to accomplish task 157 respondents representing 54.9 percent agreed with mean score of 3.46 and standard deviation of 1.544. Employees solve technical issues together through their shared skills 157 respondents representing 54.9 percent agreed with mean score of 3.49 and standard deviation of 1.530. The work group increase creativity and efficiency 171

respondents representing 59.8 percent agreed with mean score of 3.58 and 1.494. There is reduced tension and stress which improves productivity 181 respondents representing 63.3 percent agreed with a mean score of 3.70 and standard deviation 1.494.

3.3 Test of Hypotheses

The following Hypotheses guided the study

3.3.1 Hypothesis One: Job design has effect on the profitability of food and beverage manufacturing firms in Enugu state

Table 5: One-Sample Kolmogorov-Smirnov Test

		Job design creates a clear and effective communication process.	Managers clearly define tasks which helps to generate income.	Tasks are formed with natural units to organize duties which help in effectiveness.	Job design optimizes work processes for maximum productivity.	The employee quality of work life is improved by organizing work.
N		286	286	286	286	286
Uniform Parameters ^{a,b}	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.364	.374	.374	.406	.472
	Positive	.150	.164	.203	.164	.129
	Nega	-.364	-.374	-.374	-.406	-.472
Kolmogorov-Smirnov Z		6.150	6.327	6.327	6.859	7.983
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from $6.150 < 7.983$ and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the

respondents that Job design had significant positive effect on the profitability of food and beverage manufacturing firms in Enugu state

Decision

Furthermore, comparing the calculated Z- value ranges from $6.150 < 7.983$ against the critical Z- value of 0.000 (2-tailed test at 95 percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Job design had significant positive effect on

the profitability of food and beverage manufacturing firms in Enugu state.

3.3.2 Hypothesis Two: Organization hierarchy has effect on the output of food and beverage manufacturing firms in Enugu state.

Table 6: One-Sample Kolmogorov-Smirnov Test

		A clear line of authority and reporting promotes productivity.	The understanding of employee roles and responsibilities increases growth.	Accountability for actions at different management levels promotes success.	Clear career paths and development prospects promotes business expansion.	A sense of creating comfort is enhanced which helps advancement prospects.
N		286	286	286	286	286
Uniform Parameters ^{a,b}	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.462	.437	.561	.551	.430
	Positive	.140	.206	.105	.073	.122
	Negative	-.462	-.437	-.561	-.551	-.430
Kolmogorov-Smirnov Z		7.805	7.391	9.491	9.313	7.273
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from 7.273 < 9.491 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that Organization hierarchy had significant positive effect on the output of food and beverage manufacturing firms in Enugu state.

Decision

Furthermore, comparing the calculated Z- value ranges from 7.273 < 9.491 against the critical Z- value of 0.000 (2-tailed test at 95 percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Organisation hierarchy had significant positive effect on the output of food and beverage manufacturing firms in Enugu state.

3.3.3 Hypothesis Three: Job grouping has effect on the operational safety of food and beverage manufacturing firms in Enugu state.

Table 7: One-Sample Kolmogorov-Smirnov Test

		Everyone works in his/her ability which helps improve health and safety.	The old and new employees work together in the same organisation sharing knowledge to accomplish task.	Employees solve technical issues together through their shared skills.	The work group increase creativity and efficiency.	There is reduced tension and stress which improves productivity.
N		286	286	285	286	286
Uniform Parameters ^{a,b}	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.371	.409	.411	.420	.472
	Positive	.122	.157	.158	.129	.129
	Negative	-.371	-.409	-.411	-.420	-.472
Kolmogorov-Smirnov Z		6.268	6.918	6.930	7.096	7.983
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Decision Rule

If the calculated Z-value is greater than the critical Z-value (i.e $Z_{cal} > Z_{critical}$), reject the null hypothesis and accept the alternative hypothesis accordingly.

Result

With Kolmogorov-Smirnon Z – value ranges from 6.268 < 7.983 and on Asymp. Significance of 0.000, the responses from the respondents as display in the table is normally distributed. This affirms the assertion of the most of the respondents that Job grouping had significant positive effect

on the operational safety of food and beverage manufacturing firms in Enugu state.

Decision

Furthermore, comparing the calculated Z- value ranges from 6.268 < 7.983 against the critical Z- value of 2.18 (2-tailed test at 95 percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Job grouping had significant positive effect on the operational safety of food and beverage manufacturing firms in Enugu state.

4. Discussion of Findings

4.1 Job design has effect on the profitability of food and beverage manufacturing firms.

From the result of hypothesis one, the calculated Z- value ranges from $6.150 < 7.983$ against the critical Z- value of 0.000, which implies that job design had significant positive effect on the profitability of food and beverage manufacturing firms in Enugu state. In support of the result in the literature review, Adefulu, Akinlabi, Makinde & Balogun (2023) ^[1] conducted a study on Manufacturing plays a vital role in achieving economic sustainability and stability. An examination of the Nigerian manufacturing sector's performance from 1981 to 2020 reveals a concerning lack of growth. Regression analysis, which revealed that ecopreneurship dimensions significantly impact profitability (Adjusted R-squared = 0.78; F (5, 364) = 274.665, $p < 0.05$). Thus, it was concluded that ecopreneurship influences the profitability of selected food and beverage manufacturing firms in Lagos and Ogun States, Nigeria.

4.2 Organization hierarchy has effect on the output of food and beverage manufacturing firms

From the result of hypothesis two, the calculated Z- value ranges from $7.273 < 9.491$ against the critical Z- value of 0.000 which implies that organization hierarchy had significant positive effect on the output of food and beverage manufacturing firms in Enugu state. In support of the result in the literature review, Mary (2022) conducted a study on the effect of business principles on the record-keeping of an entrepreneur in the food and beverage industry of Nigeria. The result of the analysis shows that it was observed that business principles have a negative and significant effect on priorities security and privacy in the Nigerian food and beverage sector. The study shows that business principles positively and significantly affect record tracking and monitoring documents in the Nigerian food and beverage sector. It was also discovered that business principles have a positive and significant effect on the annual review/audit of the Nigerian food and beverage sector.

4.3 Job grouping has effect on the operational safety of food and beverage manufacturing firms

From the result of hypothesis three, the calculated Z- value ranges from $6.268 < 7.983$ against the critical Z- value of 0.000 which implies that Job grouping had significant positive effect on the operational safety of food and beverage manufacturing firms in Enugu state. In support of the result in the literature review, Ugwu, Eneh and Orga (2023) ^[7] conducted a study on system of shared understanding or common beliefs held by members of the same organization. Findings showed that Learning and development had positive effect on the increase in revenue, Communication had positive effect on the change in productivity. Trusts had positive effect on the reduced expenses. The study concluded that learning and development, communication and trust had positive significant effect on the increase in revenue, productivity and reduced expenses.

5. Summary of findings

Based on the result, the following findings were found:

- a) Job design had significant positive effect on the profitability of food and beverage manufacturing firms in Enugu state Z (95, n = 286), $6.150 < 7.983$, $p < .05$.
- b) Organization hierarchy had significant positive effect on

the output of food and beverage manufacturing firms in Enugu state Z (95, n = 286), $7.273 < 9.491$, $p < .05$.

- c) Job grouping had significant positive effect on the operational safety of food and beverage manufacturing firms in Enugu state Z (95, n = 286), $6.268 < 7.983$, $p < .05$.

5.1 Conclusion

The study concluded that Job design, organization hierarchy, Job grouping and Authority designation had significant positive effect on the profitability, output, and operational safety sales volume of food and beverage manufacturing firms in Enugu state. Organizational structure affects both the overall behavior of firms and the situations of individuals and subunits within firms. The effect of exogenous changes in the environment (market prices, costs, or regulations) on organizations can be partitioned into the immediate direct effect of the change and the full effect after organizational structure has had time to adjust.

5.2 Recommendations

Based on the findings, the following recommendations were suggested:

- a) To improve job satisfaction, through-put, quality and reduce employee problems (e.g., grievances, absenteeism) the organizations should have job design. This will allow employee input and gives employees a sense of contribution and accomplishment.
- b) It is necessary that the organizations should have order to enable Employees to know who to report to and what each manager is in charge of, creating a sense of comfort as it helps managers work more efficiently and with authority.
- c) As Groups have a greater well of resources to tap and more information available because of the variety of backgrounds and experiences, the organizations should have job grouping as groupings stimulate creativity.

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