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RECITAL DRIVE TECHNIQUES AND EMPLOYEE PERFORMANCE IN FOOD AND BEVERAGE COMPANIES IN RIVERS STATE

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ABSTRACT

The study investigated the relationship between recital drive techniques and employee performance in food and beverage companies in Rivers State. The objective of the study was to investigate the relationship between dimension of recital drive techniques, such as training and measures of employee performance in food and beverage companies in Rivers State, such as effective productivity, effective time management, and efficiency rate. The study's findings showed that a relationship exists between dimensions of recital drive techniques, such as training, remuneration, and welfare packages and measures of employee performance in food and beverage companies in Rivers State, such as effective productivity, effective time management, and efficiency rate. The study concluded that recital drive techniques, such as training, remuneration, and welfare packages serve as powerful catalysts for enhancing employee performance in terms of effective productivity, time management, and efficiency rate, especially in food and beverage companies. Among others, the study recommended that food and beverage companies should introduce performance-linked pay structures, where bonuses, raises, and incentives are tied directly to measurable outcomes like productivity, time management, and efficiency, as this will motivate employees to consistently meet or exceed performance targets, driving overall organizational success.

Keywords: Recital Drive Techniques, Training, Employees Performance,, Effective Productivity

INTRODUCTION

Employee performance in food and beverage companies in Rivers State has been notably suboptimal, with issues such as low productivity, poor time management, and low efficiency rates becoming increasingly prevalent. Despite the sector's potential for significant economic contribution, these performance challenges undermine organizational goals and competitiveness. Effective productivity refers to the ability of employees to generate desired outputs within a stipulated time frame, yet many food and beverage companies report falling short in meeting targets. Effective time management, essential for maximizing work output and minimizing wasted time, appears to be poorly practiced among employees. Additionally, the efficiency rate, which measures the optimal use of resources to achieve desired outcomes, is often below industry standards. These performance issues can be attributed to several factors, including inadequate training, insufficient remuneration, and ineffective welfare packages that fail to motivate and retain high-performing employees (Amah & Ahiauzu, 2013; Eze, 2018). As a result, these companies face high turnover rates and decreased organizational effectiveness, highlighting a critical need for improvement in employee performance through enhanced recital drive techniques. Despite the clear link between recital drive techniques and employee performance, there is a significant gap in the literature specifically addressing this relationship within the food and beverage companies in Rivers State. Most existing research has focused broadly on other sectors or geographic regions, leaving a void in understanding the unique challenges faced by food and beverage companies in this locale. For instance, Mwaniki *et al.* (2020) evaluated the effect of employee welfare on employee commitment at Judicial Service Commission; Makanjuola *et al.* (2017) examined the effects of welfare on employee commitment in a public service organization with focus on the National Environmental Standards and Regulations Enforcement Agency (NESREA) South West Zone, Nigeria. Even as these studies are somehow related to the present one, none of them was done in food and beverage companies in Rivers State. Furthermore, while there is extensive literature on general motivational strategies, specific studies examining the impact of training, remuneration, and welfare packages on the performance metrics of effective productivity, time management, and efficiency rate in the food and beverage companies are sparse. This gap hampers the development of targeted strategies that can address the unique needs of employees in Rivers State's food and beverage companies (Ishola & Akinbode, 2020). Addressing this literature gap is crucial for devising effective recital drive techniques that can enhance employee performance, ultimately leading to improved organizational outcomes and competitiveness in the food and beverage market.

Diffusion of Innovation Theory

Rogers' (1962) Diffusion of Innovation Theory is the theoretical framework in which this work is anchored on. This theory postulates that individuals and social systems will adopt new technologies and innovative ideas at different points and that the point an innovation is accepted into a system determines subsequent outcomes of the system. The assumptions of the theory are as follows:

i) In a social system, there will always be a disparity in the level and time at which individuals within a given social system adopt new ideas, techniques, and technology.

ii) Individuals and arms of institutions that adopt innovations early will naturally outperform late adopters and the laggards (Odu, 2017).

This theory has significant implications for the relationship between recital drive techniques—such as training, remuneration, and welfare packages—and employee performance in food and beverage companies. When these firms adopt innovative HR practices, the successful implementation and acceptance of these innovations depend on how well they are communicated and embraced by employees. For example, new training programs or updated remuneration schemes must be effectively disseminated and adopted by employees to achieve the desired improvement in productivity, time management, and efficiency. According to Rogers (2003), the rate of adoption of an innovation is influenced by its perceived advantages, compatibility with existing values, and the simplicity of its implementation. Therefore, the way recital drive techniques are introduced and communicated within the organization can significantly impact employee performance outcomes.

The justification for applying the diffusion of innovation theory to understand the impact of recital drive techniques on employee performance lies in the empirical support for the theory's relevance in organizational settings. Innovations in HR practices, such as new training methodologies or incentive structures, can significantly improve employee performance if they are effectively adopted and integrated into the organizational culture. For instance, a study by Damanpour and Schneider (2006) found that organizations that effectively manage the diffusion of innovations experience higher levels of employee performance and organizational efficiency. This is because innovations that are well-communicated and perceived positively by employees are more likely to be embraced, leading to better utilization of training programs, higher motivation from remuneration policies, and greater appreciation of welfare packages. Thus, the diffusion of innovation theory provides a robust framework for justifying the importance of strategic implementation and communication of recital drive techniques to enhance employee performance in food and beverage companies.

Concept of Recital Drive Techniques

Recital drive techniques, traditionally associated with musical and theatrical performances, have found significant application in the corporate world. These techniques involve meticulous preparation, strategic presentation, and audience engagement strategies that can enhance communication, leadership, and overall organizational effectiveness (Jones *et al.,* 2020). In the corporate context, recital drive techniques are employed to improve the delivery of presentations, public speaking, and stakeholder engagement. They help individuals present their ideas convincingly, manage their presence, and connect with their audience, thus driving organizational success.

Effective rehearsal and preparation are crucial components of recital drive techniques in corporate settings. Just as musicians and actors rehearse their pieces, corporate professionals must prepare thoroughly for presentations, meetings, and public speeches. This involves practicing the content, refining the delivery, and anticipating possible questions or objections. Techniques such as video recording rehearsals and conducting mock presentations can provide valuable feedback. According to a study by Harris (2020), professionals who engage in regular rehearsal and preparation report higher confidence levels and better performance outcomes during actual presentations.

Strategic presentation in corporate settings involves making deliberate choices about how to deliver content. This includes decisions on tone, pacing, emphasis, and visual aids. Just as a performer interprets a musical piece or a theatrical role, a corporate presenter must interpret their material in a way that resonates with the audience. Research by Clark and Mayer (2021) emphasizes the importance of aligning presentation style with audience expectations and cultural context to enhance message retention and impact. For instance, using storytelling techniques and relevant analogies can make complex information more accessible and engaging.

Stage presence and body language are critical for effective communication in corporate environments. These elements influence how a message is perceived and can significantly impact audience engagement and retention. Techniques from the performing arts, such as the Alexander Technique and Laban Movement Analysis, help corporate professionals improve their posture, movement, and gestures. A study by Goman (2019) found that non-verbal communication accounts for a substantial portion of the audience's perception, making body language a vital aspect of effective presentation. Training in these techniques can help professionals project confidence and authority.

Training

Training is the act of providing individuals with targeted skills, knowledge, and competences in order to improve their performance as well as productivity within their existing job responsibilities (Arulsamy *et al.,* 2023). Structured learning activities and experiences are implemented with the objective of enhancing job-related skills and capacities (Noe, 2017). Training can be imparted through several modalities, including workshops, seminars, online courses, and on the-job training. Karim *et al.* (2019) define training as programs that provide workers with information, new skills, or professional development opportunities. Laing (2021) views training and development as a planned process to modify attitude, knowledge, skill or behaviour through learning experience to achieve effective performance in an activity or range of activities. The key purpose, in the work situation, is to develop the individuals' abilities and satisfy the organisation's current and future needs. They further indicated that in training and development obtaining or transferring knowledge, skills and abilities (KSA) needed to carry out a specific activity or function is essential. Nassazi (2013) define development is a broad ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organisation up to another threshold of performance, often to perform some job or a new role in the future. Organisations provide employees with development programmes to enhance their capabilities. Employee development is gaining an increasingly critical and strategic position in various organisations in the current business environment (Sheeba & Christopher, 2020). It has become clear and unequivocal that organisations need to invest in continuous employee development to maintain employees' and the organisation's success. The benefits of training and development for organisations and individuals are strategic in nature. Sendawula *et al.* (2018) state that employee training and development has emerged as a major educational enterprise over the past three decades. This increase is associated with a demand in the workplace for employees at all levels to improve performance in their present jobs, acquire skills and knowledge to do new jobs and continue their career progress in a changing world of work.

On-the-Job Training: As seen by Blanchard and Thacker (2017), on-the-job training refers to activities carried out at a person's workplace to develop work related knowledge and skills that are required for employees to perform a specific job within the work environment. Employees learn in an environment in which they will need to practice the knowledge and skills taught in the on-the-job training method. On-the-job training uses the regular or existing workplace tools, machines, documents, equipment, knowledge, and skills necessary for an employee to learn to effectively perform his or her job. It happens within the regular working environment that an employee experiences on the job. A coworker who is having complete knowledge on a task can train his coworkers on this task. Sometimes when working on the specialized equipment to be taught, an external provider can provide on-the-job training. For example, if a modern machine or software is bought for usage in a money deposit bank, an expert who can handle the new machine or software only can train the employees. Thus, an external expert is required to provide the training. Kanu (2015) highlighted that the aim of on-the-job training is often to teach basic workplace skills, it also instills aspects of the workplace culture and performance expectations in the new employee. on-the-job training is also an approach that is used by the organizations to train the new employees. On-the-job training gives employees motivation to start the job. Some reports indicate that people learn more efficiently if they learn hands-on, rather than listening to an instructor. However, this method might not be for everyone, as it could be very stressful. A large majority of employee learning is accomplished through on-the-job training. As asserted by Marcel *et al.,* (2017), well-designed on-the-job training programs are well planned and resourced, staff managers with competent coaching ability, and define the criterion for performance standards.

Off-the-Job Training: Mjenga (2017) describes off-the-job training as one that requires trainees to leave their workplace and concentrate their entire time towards the training objectives. These days' off-the-job training methods have become popular due to limitations of the on-the-job training methods such as facilities and environment, lack of group discussion and full participation among the trainees from different disciplines, etc. Deciding who will practice as the trainer and what methods will be used are difficult decisions. Thus, this is provided away from the immediate workplace. This might be at a specialist training centre or at a college or at a company's own premises. This type of training can be particularly useful for developing transferable skills that can be used in many different parts of the business (Ngirwa, 2015). It may be used for example to train employees in the use of new equipment and new method or to bring them up to date with changes in the law.

Basically, Benjamin (2018) stated that off-the-job training comprises of a place specifically allotted for the training purpose that may be near to the actual workplace, where the workers are required to learn the skills and get well equipped with the tools and techniques that are to be used at the actual work floor. Under the off-the-job-training system, a trainee is removed from his normal working place and spends his full time for training purpose in any other place. During the training period, there is no contribution of trainee to the organisation. Normally, this type of training is provided outside the organisation and rarely within the organisation but not in the working place.

Off-the-job trainings are conducted at locations which are specifically designed for such trainings. These locations may be near or away from the work place. In off-the-job training method, the trainee undergoes the training for a specific period. The emphasis in this method is to impart skill and knowledge for doing a specific job. Since the trainee is away from the job, he/she is free of tension while learning.

Concept of Employee Performance

Employee performance encompasses the extent to which an employee effectively and efficiently fulfills their allocated tasks and obligations within an organizational context (Arulsamy *et al.,* 2023). This is an evaluation of the extent to which an employee fulfills or surpasses the expectations and criteria established by the business. Performance can be assessed using a range of techniques, including performance assessments, the achievement of goals, and feedback from both supervisors and peers (Pulakos, 2009). Bakare (2020) refers employee performance to how workers behave in the workplace and how well they perform the job duties obligated to them. It is seen of as an essential component in organisational success (Karim, 2019). The company typically sets performance targets for individual employees and the company in hopes that business offers good value to customers, minimizes waste and operates efficiently.

Utete (2023) states that organisations are expected to focus on building employees' positive performance by providing employees with tools and skills to meet new realities and challenges. He further indicated that globalisation, new market demands, innovation and intelligent economy are the main challenges and drivers for companies to maintain and improve employee performance. Williams (2021) indicates that an employee's performance significantly impacts their longevity, upward mobility within an organisation, and future job opportunities with other organisations. Companies use employee performance evaluations as a tool to document an employee's performance over time. Ngema *et al.* (2022) state that performance is associated with the quantity of output, quality of output, the timelessness of output, presence or attendance on the completed and effectiveness of work completed. Otherwise, where workforce resources development of an organisation is not given the appropriate attention, the implication could be poor organisational performance (Adanlawo *et al.,* 2023).

Performance is a means of getting better results from the whole organization or teams or individuals within it by understanding and managing performance within an agreed frame work of planned goals, standards and competence requirements (Armstrong, 2016). Performance is the accumulated end results of all the organization's work processes and activities (Santos & Brito, 2012). It is about how effectively an organization transforms inputs into outputs and comprises the actual output or results as measured against its intended outputs. Liptons (2013) proposes that performance is the ability of the firm to prevail. There is hardly a consensus about its definition, and this limits advances in research and understanding of the concept of performance (Santos & Brito, 2012). As the debate on what organization performance rages on, the approach on how to measure it has attracted even more scholarly attention (Liptons, 2013).

Training and Employee Performance

The relationship between training—both on-the-job and off-the-job—and employee performance in food and beverage companies is essential for enhancing effective productivity, time management, and efficiency rate. On-the-job training involves employees acquiring skills and knowledge within the workplace, often under the supervision of experienced mentors. This type of training is highly effective in food and beverage companies due to the hands-on nature of the work and the need for practical skills. As said by Noe *et al.* (2021), on-the-job training helps employees become proficient in their tasks more quickly by providing immediate application and feedback, which boosts productivity and ensures that employees can perform their duties effectively.

Off-the-job training, on the other hand, typically involves learning that occurs outside the immediate work environment, such as in workshops, seminars, or educational courses. This type of training allows employees to gain theoretical knowledge, new perspectives, and skills that may not be easily taught on the job. Research by Aguinis and Kraiger (2009) highlights that off-the-job training can be particularly beneficial for developing advanced skills and knowledge that support long-term career growth and innovation. For food and beverage companies, combining off-the-job training with practical on-the-job experiences ensures that employees are well-rounded and capable of applying both theoretical and practical knowledge to improve productivity.

Effective time management is another critical aspect of employee performance that is influenced by both on-the-job and off-the-job training. On-the-job training teaches employees how to manage their time effectively within the specific context of their roles. They learn to prioritize tasks, streamline workflows, and utilize time-saving techniques that are directly applicable to their daily activities. According to Salas, Tannenbaum, Kraiger, and Smith-Jentsch (2012), on-the-job training helps employees develop the habit of efficient time management through continuous practice and real-time problem-solving. Off-the-job training, meanwhile, can provide employees with broader time management strategies and tools that can be adapted to various situations, further enhancing their ability to manage their time effectively.

Efficiency rate, which measures how well an organization utilizes its resources to achieve its goals, is significantly impacted by comprehensive training programs. On-the-job training ensures that employees are familiar with the specific tools and processes used in the food and beverage industry, reducing errors and improving workflow efficiency. This familiarity leads to better use of equipment and resources, directly contributing to higher efficiency rates. Burke and Hutchins (2007) note that on-the-job training is crucial for operational efficiency as it minimizes the learning curve and helps employees adapt quickly to their work environment. Off-the-job training can complement this by providing employees with broader skills and knowledge that enable them to think critically and solve problems more effectively, further enhancing operational efficiency.

In conclusion, both on-the-job and off-the-job training are vital for improving employee performance in food and beverage companies. On-the-job training provides immediate, practical skills that enhance productivity and time management, while off-the-job training offers theoretical knowledge and broader competencies that support long-term growth and innovation. By investing in a balanced approach to training, food and beverage companies can ensure that their employees are well-equipped to perform their duties efficiently, manage their time effectively, and contribute to higher overall efficiency rates. This comprehensive training strategy not only benefits individual employees but also drives organizational success and competitiveness in the dynamic food and beverage industry.

Empirical Review

Ogohi (2018) investigated the effects of training on organizational performance in Nigeria. The research attempts to find out the impact which training has employee performance bearing in mind that the aggregate of individual performance will culminate to organizational performance. The study considered the microfinance bank sub-sector from which three banks were selected. Data was collected from 304 respondents who were drawn using Taro Yamane sample size determination technique through structured questionnaire. The data collected was subjected to both descriptive and inferential techniques were used to test formulated hypotheses. The study showed that employee skill, knowledge and ability gained from training has significant effect on organization productivity. Further findings reveal that training has effect on employee commitment to the organization which helps to improve the quality of the organizational products.

Idrees *et al.* (2015) investigated the effect of salary, training and motivation on the job performance of the employees in educational sectors in Wuhan, China. Salary, training and motivation were the dimensions while job performance was the measure. The work set out to examine the influence of salary, training, and motivation on employees' job performance. Sample was taken from the 16 universities of twin cities of Pakistan i.e., Islamabad and Rawalpindi. Sample size taken for this research was 310. By using regression analysis, findings of the study showed that salary, training and motivation have a positive relationship with job performance but salary has a stronger relationship with job performance than training and motivation. This study will guide top managers of the organizations to get a good understanding of the factors that can increase the job performance of the employees which will ultimately increase organizational productivity. The study concluded that job performance can be increased to a large proportion by increasing the training of the employees. The study therefore recommended that training need assessment programs should involve a complete job analysis and training programs based on job analysis so as to boost performance of employees.

Ibrahim (2016) investigated the impact of training and development on organizational performance at United Bottling Company in Mogadishu-Somalia. Accordingly, data was collected using a questionnaire. The study was limited to employees of UBC. The data was collected from 63 respondents subsequently. The results of the survey showed that working conditions and lack of resources affected staff training and development. Research shows that there is a strong positive correlation between training and development and organization performance.

Chiekezie *et al.* (2017) examined the influence of compensation management and employee retention of selected commercial banks in Anambra State, Nigeria. The objective of the study was to examine how the dimensions of compensation such as wages and salary, incentive plans, employee benefit programmes, and additional privileges influence employee retention. The study employed descriptive research design. Primary source of data was the major instrument used for this study. 60 copies of questionnaire were administered to employees of selected commercial banks (First bank, Fidelity and Sterling bank); 56 were retrieved and they were all useful. Pearson's Product Moment Correlation was used for the analyses. The findings revealed that there is a positive weak relationship between salary and employee satisfaction. This shows that employees were not satisfied despite their seemingly attractive salary. In view of the finding, the study concluded that if management fail to formulate, administer and implement a good compensation policies that would allow them retain their talented employee; these employee might leave their job if they find a better offer elsewhere. The researcher recommended among others that compensation structure should include new and enticing ways to motivate and retain employee with wide range of benefits other than salary.

CONCLUSION

Judged from the results and discussion of findings, the study concluded that recital drive techniques, such as training, remuneration, and welfare packages serve as powerful catalysts for enhancing employee performance in terms of effective productivity, time management, and efficiency rate, especially in food and beverage companies. The findings demonstrate that when companies prioritize the well-being and growth of their employees through structured training programs, fair remuneration systems, and comprehensive welfare packages, they create an environment that fosters sustained commitment, operational excellence, and a proactive workforce. This dynamic relationship not only elevates individual employee performance but also drives overall organizational success, highlighting the essential role of human-centered strategies in achieving long-term competitiveness and efficiency in a fast-paced industry. By investing in these recital drive techniques, food and beverage firms can unlock the full potential of their workforce, resulting in higher performance levels and an enduring competitive edge.

RECOMMENDATIONS

Based on the conclusions of this study, the following recommendations were made:

1. Food and beverage companies in Rivers State should introduce regular and updated training programs tailored to specific job roles, hence ensuring employees consistently improve their productivity and adapt to industry changes.
2. Food and beverage companies in Rivers State should integrate e-learning platforms and simulation tools that allow employees to learn at their own pace and practice in real-time scenarios, as this can ensure efficient time use and allow employees to optimize their learning process, translating into better on-the-job performance.
3. Food and beverage companies in Rivers State should track employee performance before and after training sessions using clear metrics such as productivity levels, efficiency rates, and time management improvements, as this will help tailor future training and ensure continuous growth aligned with business goals.
4. Food and beverage companies should invest in expanding their welfare packages to include not only basic benefits like health insurance and pensions but also performance-linked incentives, wellness programs, flexible work hours, and opportunities for career development, as this will likely boost employee morale, leading to increased productivity, better time management, and higher efficiency rates.

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