**EMPLOYEES PERFORMANCE AND ORGANIZATIONAL GROWTH OF MANUFACTURING FIRMS IN RIVERS STATE**

**ABSTRACT**

This study investigates the relationship between employee performance and organizational growth in Indorama Eleme Fertilizer & Chemicals Limited, Rivers State. The research examines factors influencing employee performance, such as leadership style, organizational culture, and job satisfaction, and the role of human resource management (HRM) practices in enhancing performance. Data were collected through questionnaires distributed to 50 staff members and analysed using descriptive and inferential statistics. Findings reveal a significant positive correlation between employee performance and organizational growth. The study concludes that effective HRM practices and a supportive work environment are critical to driving organizational success. Recommendations include leadership development, enhancing organizational culture, and strengthening HRM practices.

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**CHAPTER ONE**

**INTRODUCTION**

**1.1 Background of the Study**

Employee performance is a critical determinant of organizational success, especially within the manufacturing sector. For firms operating in dynamic environments, such as those in Rivers State, the efficiency and effectiveness of their workforce directly affect growth and sustainability (Gomes et al., 2004). In today’s competitive landscape, manufacturing organizations face increasing pressure to optimize production processes while maintaining high employee performance. To remain competitive, these organizations must adapt to changing technologies, innovate in their processes, and, most importantly, ensure that their employees are equipped and motivated to meet performance demands (Yasin & Lisboa, 2004).

Scholarly work suggests that employee performance is often influenced by several factors, including management practices, organizational culture, and leadership style (Muogbo, 2013). These factors collectively shape employees’ productivity, job satisfaction, and commitment to organizational goals. Moreover, the manufacturing sector is unique due to its labor-intensive nature, and as such, the growth and survival of firms depend heavily on employee output and engagement (Amegayibor, 2021).

Organizational growth, on the other hand, reflects a company’s ability to expand its operations, increase its market share, and sustain profitability over time. Growth indicators often include revenue generation, product diversification, and market penetration (Muogbo, 2013). In Rivers State, the manufacturing sector contributes significantly to the regional economy, with firms ranging from small-scale operations to large multinational corporations. The performance of employees within these firms is, therefore, not only critical for the individual organizations but also for the broader economic landscape.

Studies have established a positive relationship between employee performance and organizational growth. High-performing employees are often innovative, resourceful, and motivated, driving their firms to achieve higher efficiency, lower costs, and improved customer satisfaction (Gomes et al., 2004). Furthermore, effective human resource management (HRM) practices—such as training, motivation, and employee engagement—enhance employee performance, which in turn propels organizational growth (Amegayibor, 2021).

Despite the wealth of research linking employee performance to organizational growth, there is still a need to explore this relationship within the specific context of manufacturing firms in Rivers State. Given the region’s unique economic and industrial characteristics, understanding how local manufacturing firms manage their workforce and achieve growth is essential. This study aims to fill this gap by investigating the influence of employee performance on organizational growth in selected manufacturing firms in Rivers State.

**1.2 Statement of the Problem**

Manufacturing firms in Rivers State face significant challenges in sustaining growth amidst economic fluctuations, competition, and technological advancements. One of the core challenges lies in ensuring that employees remain productive, motivated, and aligned with organizational goals. Despite efforts to improve employee performance through various HRM practices, many firms still struggle with high turnover rates, low morale, and declining productivity. This issue directly impacts organizational growth, as firms unable to optimize their workforce performance often experience stagnation or decline in profitability and market share.

The problem, therefore, is the gap in understanding how employee performance influences the growth of manufacturing firms in Rivers State. While several studies have explored this relationship in other regions, there is limited research focusing on the unique context of Rivers State. This study seeks to address this gap by examining the factors affecting employee performance in local manufacturing firms and how these factors contribute to organizational growth.

**1.3 Research Objectives**

1. To examine the relationship between employee performance and organizational growth in manufacturing firms in Rivers State.
2. To identify the key factors that influence employee performance in manufacturing firms.
3. To assess the impact of human resource management practices on employee performance and organizational growth.

**1.4 Research Questions**

1. What is the relationship between employee performance and organizational growth in manufacturing firms in Rivers State?
2. What are the key factors influencing employee performance in these manufacturing firms?
3. How do human resource management practices impact employee performance and organizational growth?

**1.5 Research Hypotheses**

H0: There is no significant relationship between employee performance and organizational growth in manufacturing firms in Rivers State.

H0: Key factors such as leadership style, organizational culture, and job satisfaction do not significantly influence employee performance.

H0: Human resource management practices have no significant impact on organizational growth through employee performance.

**1.6 Significance of the Study**

This study is significant for several reasons. First, it will provide manufacturing firms in Rivers State with insights into the critical role employee performance plays in driving organizational growth. The findings will help managers and HR practitioners develop strategies to enhance employee performance, thereby improving overall organizational productivity and competitiveness. Additionally, the study will contribute to academic literature by providing empirical data on the relationship between employee performance and organizational growth in the specific context of manufacturing firms in Rivers State. Finally, policymakers may use the findings to formulate initiatives that support the development of the manufacturing sector and, by extension, the broader economy.

**1.7 Scope of the Study**

The study will focus on selected manufacturing firms in Rivers State, Nigeria. It will examine the relationship between employee performance and organizational growth, as well as the factors influencing employee performance. The research will involve collecting data from employees and management personnel in these firms to gain insights into HRM practices, employee motivation, and performance metrics. The time frame for the study will cover the past five years to ensure relevant and current data.

**1.8 Definition of Terms**

Employee Performance: The efficiency and effectiveness with which an employee fulfills their job responsibilities and contributes to organizational goals.

Organizational Growth: The expansion of a company’s operations, market share, and profitability over time.

Human Resource Management (HRM): The management of an organization's workforce, including recruitment, training, performance management, and employee relations.

**CHAPTER TWO**

**LITERATURE REVIEW**

**2.1 Concept of Employee Performance**

Employee performance is the job-related activities expected of an employee and how those activities are executed (Dugguh & Dennis, 2014). According to ul Hassan, Shaukat, Shakeel, and Imran (2012) high organizational performance is attained through enhanced employee performance.It is the behaviour that accomplishes results in an organization (Balouch & Hassan, 2014). Employee performance is what people do that can be observed and measured in terms of each individual’s experience or level of contribution (Pulakos, Arad, Donovan, & Plamondon, 2000). Jones and Zsidisin (2008)also state that performance can be viewed as an evaluation of the results of a person’s behaviour which includes determining how well or poorly a task has been completed. Previous studies have indicated several determinants of employee performance.For example; Bagyo (2014) found that employee engagement and empowerment greatly influence employee performance. On the other hand, Elnaga and Imran (2013) argue that when employees are trained, their level of knowledge and commitment improves, which ultimately increases their performance on the job. Ologbo and Sofian (2013) also noted that engaged employees are aware of the business context in which they work and work with colleagues to improve performance within the job for the benefit of the organization. Similarly, Truss, Shantz, Soane, Alfes, and Delbridge (2013) stated that loyal employees are characterized by energy, involvement, efficacy, dedication and enthusiasm which increase their productivity and satisfaction. The results of Yusuf (2012) and Del Giudice, Maggioni, Cheng, Niu, and Niu (2014) have shown that organizational learning has a significant positive influence on employee performance. This means that as organizational learning increases, employee’s performance tends to increase too. However, other studies found different outcomes, such as Sadasa (2013) which found a weak relationship between organizational learning and employee performance, and Shahzad, Iqbal, and Gulzar (2013) found a moderate correlation between organizational learning and employee performance. While the relationship between organizational learning and employee performance has been highlighted in the literature (Aftab, Rana, & Sarwar, 2012; Basten & Haamann, 2018; Del Giudice et al., 2014; Sadasa, 2013; K. Wang & Lin, 2012), little is known about the mediating mechanism underlying this relationship. In addition, PopovaNowak and Cseh (2015), argue that the mechanism for improving employee performance in organizational learning requires additional parameters.Hence this study seeks to fill this gap by examining the indirect effect of organizational learning on employee performance via employee loyalty. Employee performance is vital to the future growth and efficiency of an organization, and staff are the most valuable commodity to any organization as they can make or break the credibility of the company which can negatively impact productivity (Leonard & Thompson, 2019).Furthermore, the success of any business is directly affected by the performance of the employees within the organization whether or not they are dealing directly with customers.

Employee performance can decrease or increase a company’s competitive advantage in the business environment (Elnaga & Imran, 2013). Thus, employee performance has an impact to the organizational goals either positively or negatively. Employee are the blood stream of any business and the accomplishment or disaster of a firm depends on employee performance (Mankins & Garton, 2017). In today’s competitive business environment, high employee performance is the key objective of most organizations which does not just happen in workplaces but has to be motivated by series of factors which includes their commitment and loyalty(Hobel, 2006). Performing employees are those who are physically energized, emotionally connected, mentally focused, and feel aligned with the purpose of the organization (Loehr & Schwartz, 2003). Organizational learning process is critical to creativity in the organization as learning is directly related to utilization of new ideas and information (P. Senge, 2004). Further, this concept represents a knowledge-based view (KBV) of the

firm that recognizes knowledge as a major determinant of sustainable competitive advantage and performance (Hung, Yang, Lien, McLean, & Kuo, 2010). Furthermore, this knowledge is an intangible and valuable resource (Wilkens, Menzel, & Pawlowsky, 2004). Organizational learning involves several concepts and aims to involve information development and acquisition as characteristic processes (Popova-Nowak & Cseh, 2015). The common processes in organizational learning definitions are knowledge creation and knowledge acquisition (Flores, Zheng, Rau, & Thomas, 2012) and also includes the processes of creating, retaining and transferring knowledge (Argote & Hora, 2017). Organizational learning involves systematic ability to engage in creative processes, experiment, apply new approaches and techniques, then generate new ideas(Odoardi, Battistelli, & Montani, 2010). Knowledge has become critical in the context of global economy, in times of radical changes and hypercompetition (Broekel & Brenner, 2011; Cho & Pucik, 2005). Therefore, it is important to identify and stimulate factors determining its development and growth in organizations like financial institutions. In a hyper competitive environment, there is need to change the organization’s ways of learning to be more supportive to technology, while, at the same time, finding ways of retaining talent or making them remain loyal to the firm. The global environment and the concept of global village have brought tremendous changes in the organizational learning (Argyris, 2004; Odor, 2018). According to Hart, Gilstrap, and Bolino (2016), organizational learning has become one of the most important strategic business topics globally as it drives people’s behaviour, customer service and a potential competitive advantage. The authors further indicate that learning determines success or failure of an organization during times of change. Mergers, acquisitions, growth, and even product cycles can either succeed or fail depending on the alignment of learning within the business.

**2.2 Concept of Organizational Growth**

Organizational growth refers to the expansion of a company’s operations, markets, revenue, and overall capabilities. It is considered one of the main indicators of business success and sustainability (Penrose, 1959). According to Daft (2015), organizational growth can be measured through financial metrics such as increased revenue, profitability, and market share. Growth can also be qualitative, involving improvements in organizational structure, culture, and innovation capacity.

Growth is something for which most companies strive, regardless of their size. Small firms want to get big, big firms want to get bigger. Without a doubt, organizations need to develop something like somewhat consistently to oblige the expanded costs that create over the long haul. With the progression of time, pay rates increment and the expenses of workers benefits ascend also. Regardless of whether no other organization costs rise, these two expense regions quite often increment after some time. It isn't generally imaginable to pass along these expanded expenses for clients and customers as more exorbitant costs. Subsequently, development should happen if the business wishes to keep up (Akbaba, 2016).

Organizational growth has the potential to provide small businesses with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased prestige for organizational members. Many small firms desire growth because it is seen generally as a sign of success and progress. Organizational growth is, in fact, used as one indicator of effectiveness for small businesses and is a fundamental concern of many practicing managers (Akbaba,2016).

Organizational development, nonetheless, implies various things to various associations. There are numerous boundaries an organization might use to gauge its development. Since a definitive objective of most organizations is productivity, most organizations will quantify their development as far as net benefit, income, and other monetary information. Other entrepreneurs might utilize one of the accompanying rules for surveying their development: deals, number of workers, actual extension, accomplishment of a product offering, or expanded portion of the overall industry. At last, achievement and development will be measured by how well a firm does comparative with the objectives it has set for itself. Organizational development has clear potential gains. It prods work creation. It establishes an animating and invigorating climate inside a firm. It sets out open doors for the business author and others in the organization to become affluent. Organizational development likewise has drawbacks. At the point when development is excessively fast, tumult can win. In such a circumstance an organization might see expanded deals yet a drop in benefits. A business might grow out of the abilities of its chief, its representatives, and its consultants. Every one of those involved is probably going to become worried attempting to stay aware of the requests of extension.

There are several models of organizational growth, with one of the most cited being Greiner’s Growth Model (Greiner, 1972). Greiner posits that organizations go through five phases of growth: creativity, direction, delegation, coordination, and collaboration. Each phase is characterized by specific crises that organizations must resolve to continue growing. For instance, the creativity phase often faces a leadership crisis, requiring more formal management structures to sustain growth (Greiner, 1998).

Factors contributing to organizational growth include innovation, strategic planning, and effective leadership. Schumpeter (1942) highlighted the role of innovation in economic growth, suggesting that organizations must continually innovate to remain competitive. Additionally, strategic growth planning helps organizations identify opportunities for expansion and allocate resources efficiently (Ansoff, 1965). Leadership, particularly transformational leadership, also drives growth by inspiring and motivating employees to exceed expectations (Burns, 1978).

However, growth also presents challenges. As organizations expand, they often encounter issues related to scalability, resource management, and maintaining organizational culture. Penrose (1959) argued that growth creates a “growth dilemma,” where rapid expansion may lead to inefficiencies and managerial complexity. Thus, while growth is generally positive, it must be managed carefully to avoid undermining the organization’s long-term sustainability (Drucker, 2001).

**2.3 Theoretical Framework**

The theoretical framework for this study on employee performance and organizational growth draws from several key theories that link individual contributions to broader organizational outcomes. These include:

Human Capital Theory: This theory posits that employees are valuable assets whose knowledge, skills, and competencies drive organizational success (Becker, 1964). Investing in employee development leads to improved performance and, in turn, contributes to organizational growth (Schultz, 1961).

Expectancy Theory: Vroom’s Expectancy Theory (1964) explains that employees are motivated to perform when they believe their efforts will lead to desired outcomes. This theory underscores the importance of clear organizational goals and performance incentives in enhancing productivity. Employees are more likely to exert effort if they expect their work will result in organizational growth, personal rewards, or career advancement.

Goal-Setting Theory: Locke and Latham’s Goal-Setting Theory (1990) suggests that specific, challenging goals lead to higher levels of employee performance. When organizations align individual performance goals with corporate objectives, employees are motivated to contribute to the achievement of overall organizational growth. The clarity and attainability of these goals are essential in maintaining employee focus and driving performance.

Resource-Based View (RBV): This theory, proposed by Barney (1991), emphasizes that an organization’s internal resources, including its workforce, are key drivers of sustained competitive advantage. According to RBV, organizational growth depends on effectively leveraging employee skills and capabilities as unique resources that competitors cannot easily replicate.

Transformational Leadership Theory: This theory posits that leaders who inspire, motivate, and support their employees foster higher levels of performance (Bass, 1999). Transformational leadership is particularly relevant to this study because it connects employee performance to organizational vision, thereby driving both individual and corporate growth.

**2.4 Employee Performance and Organizational Growth**

Numerous studies have explored the link between employee performance and organizational growth, consistently highlighting the positive relationship between the two. A study by Guest (1997) emphasized that organizations with high-performing employees tend to outperform their competitors in terms of financial success, market share, and long-term sustainability. The research underlined the importance of human resource management practices such as performance appraisals and training in enhancing employee productivity, which contributes to organizational growth.

Additionally, Huselid’s (1995) research on HRM practices found that companies with robust performance management systems experienced higher productivity, profitability, and growth. The study suggested that organizations that invest in employee development, engagement, and well-being create a competitive advantage through improved performance. This is supported by Delery and Doty (1996), who noted that HR strategies aligned with organizational goals lead to higher employee performance, ultimately driving organizational success.

Other studies, like that of Becker and Gerhart (1996), pointed out the importance of organizational culture in shaping employee performance. A supportive culture encourages employees to go beyond their basic job requirements, contributing to overall growth. This was also seen in the work of Collins and Porras (1994), who argued that visionary organizations that prioritize employee development and cultivate a performance-oriented culture are more likely to achieve long-term growth and sustainability.

Furthermore, research by Dessler (2020) emphasized the role of leadership in employee performance and organizational growth. Transformational leadership, which motivates employees to exceed expectations, fosters higher levels of engagement and innovation, driving organizational growth. Similarly, Armstrong (2006) highlighted that performance management processes, including goal setting, feedback, and rewards, play a significant role in shaping employee behaviour and, consequently, organizational success.

**2.5 Factors Affecting Employee Performance in Manufacturing Firms**

Employee performance in manufacturing firms is influenced by a range of factors, including both internal organizational dynamics and external industry conditions. Key factors include:

Work Environment: A conducive and safe work environment directly impacts employee performance. Studies show that well-ventilated, adequately lit, and ergonomically designed workspaces increase productivity (Vischer, 2008). In manufacturing settings, occupational safety is paramount, and poor working conditions may lead to inefficiencies and accidents, reducing overall performance (Zohar, 2010).

Leadership Style: Leadership significantly affects employee morale and motivation, influencing their performance. Transformational leadership, in particular, is linked to higher levels of employee engagement, creativity, and output (Bass & Avolio, 1994). Manufacturing firms with leaders who inspire and motivate employees experience improved performance outcomes, as employees are more committed to meeting organizational goals (Northouse, 2018).

Training and Development: Continuous skill development is crucial in a dynamic manufacturing environment. Research shows that employees who undergo regular training are better equipped to handle new technologies and production methods, leading to improved performance (Noe, 2017). Training programs that are tailored to the specific needs of employees can significantly increase job proficiency and enhance productivity (Aguinis & Kraiger, 2009).

Motivation and Incentives: Employee motivation is a critical factor in determining performance levels. Herzberg's two-factor theory (1968) highlights the importance of intrinsic and extrinsic motivators, such as recognition, career growth opportunities, and financial rewards, in fostering high performance. In manufacturing firms, performance-based incentives can boost productivity and enhance commitment (Luthans & Stajkovic, 1999).

Technology and Equipment: The availability and efficiency of technology and machinery directly influence performance in manufacturing firms. Advanced technologies streamline production processes, reducing operational costs and enhancing employee output (Brynjolfsson & Hitt, 2000). Employees equipped with modern tools and machinery perform tasks more efficiently, contributing to overall organizational growth.

Job Satisfaction: Job satisfaction is closely linked to employee performance. When employees are satisfied with their roles, work environment, and compensation, they are more likely to perform better (Judge et al., 2001). Manufacturing firms that prioritize employee well-being through fair compensation, job security, and a positive work environment report higher levels of performance and lower turnover rates (Hackman & Oldham, 1980).

**2.6 Relationship Between Employee Performance and Organizational Growth**

The relationship between employee performance and organizational growth is well-established in management literature, emphasizing that high-performing employees are integral to achieving business success. As organizations grow, they require employees who are skilled, motivated, and productive to meet increased demands (Huselid, 1995). A strong relationship exists between these variables, as efficient performance by employees leads to enhanced productivity, which in turn drives organizational growth (Becker & Gerhart, 1996).

In manufacturing firms, performance is often linked to factors such as innovation, operational efficiency, and quality control (Guest, 1997). When employees are equipped with the right tools, training, and a supportive work environment, their output increases, which contributes directly to the company’s growth in terms of profitability, market expansion, and competitive advantage (Delery & Doty, 1996).

Furthermore, organizational growth can positively influence employee performance. As organizations expand, they can invest more in employee development, offer better career progression opportunities, and provide incentives that further enhance performance (Armstrong, 2006). In such a cycle, growth and employee performance reinforce one another, enabling sustained organizational success.

Transformational leadership also plays a role in this relationship. Leaders who inspire and motivate employees not only improve individual performance but also align employee efforts with organizational goals, facilitating growth (Bass, 1999). Studies suggest that firms that adopt a growth-oriented culture, emphasizing performance improvement, see stronger organizational outcomes (Collins & Porras, 1994).

**2.7 Review of Empirical Studies on Manufacturing Firms in Rivers State**

Several empirical studies have examined the relationship between employee performance and organizational growth in the manufacturing sector of Rivers State. For instance, Nwaeke and Longinus (2017) analysed how leadership style affects employee productivity in the region's manufacturing firms. The study found that transformational leadership styles significantly improved employee performance, leading to increased organizational growth. Similarly, Oparanma (2010) explored the impact of organizational culture on employee performance in Rivers State's manufacturing sector, revealing that firms with strong, inclusive cultures had higher employee engagement and better growth trajectories.

In another study, Amadi and Nnamdi (2019) focused on the influence of training and development programs on employee efficiency in Rivers State’s manufacturing firms. Their findings highlighted that consistent skill development programs improved job satisfaction, which in turn boosted productivity. This study also emphasized the role of modern technology and equipment in enhancing performance in manufacturing operations, a key driver of organizational growth.

Studies by Ikpefan and Agbaeze (2018) delved into the role of performance appraisal systems in fostering a culture of accountability and excellence within manufacturing firms in Rivers State. Their findings revealed a direct correlation between frequent, constructive feedback and employee performance. Firms with more rigorous appraisal systems experienced higher levels of organizational growth due to increased employee commitment.

**2.8 Gaps in the Literature**

Despite the abundance of studies linking employee performance and organizational growth in various sectors, research specifically targeting manufacturing firms in Rivers State is limited. While there have been studies examining factors such as leadership, training, and organizational culture, few have holistically investigated the interplay of these factors in fostering both individual performance and broader organizational growth. Additionally, most existing studies focus on large manufacturing firms, leaving smaller and medium-sized enterprises underexplored in this context. Moreover, there is limited empirical evidence on how external factors, such as government policies, economic conditions, and technological advancements, affect the performance of employees in Rivers State manufacturing firms. Understanding these external influences is crucial, as they can significantly impact both employee performance and organizational growth.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

**3.1 Research Design**

This study will employ a descriptive research design. Descriptive research is suitable for obtaining information about the current status of a phenomenon and is useful in understanding relationships between variables. The primary focus is to analyze how employee performance influences organizational growth in manufacturing firms in Rivers State. Data will be collected through questionnaires distributed to employees and managers in a selected firm, Indorama Eleme Fertilizer & Chemicals, and will be analysed to assess the relationship between employee performance and organizational growth.

**3.2 Population of the Study**

The population of this study consists of employees working in manufacturing firms in Rivers State. Rivers State is home to several manufacturing companies involved in industries such as oil and gas, food processing, and chemical production. For this study, Indorama Eleme Fertilizer & Chemicals Limited, a medium-sized manufacturing company in Rivers State, will be the primary focus. The total population for the study will include all employees of Indorama Eleme Fertilizer & Chemicals, not exceeding 50 staff members.

**3.3 Sample Size and Sampling Technique**

Given the manageable population size of the chosen company, convenience sampling will be employed. Convenience sampling is selected for its efficiency and ease of access to respondents. The entire workforce of Indorama Eleme Fertilizer & Chemicals, not exceeding 50 staff members, will be invited to participate in the study. This technique ensures that data is collected from individuals who are readily available and willing to participate.

**3.4 Data Collection Methods**

The primary method of data collection will be through structured questionnaires. The questionnaire will consist of closed-ended questions designed to gather data on employee performance, human resource management practices, and organizational growth. The questions will be formulated based on existing literature and tailored to the specific context of the manufacturing industry. Additionally, interviews may be conducted with managers to gain deeper insights into the company’s HR practices and strategies for promoting growth.

**3.5 Research Instrument Validation**

To ensure the validity of the research instrument, the questionnaire will undergo content and face validation. Content validation involves ensuring that the questionnaire adequately covers all aspects of employee performance and organizational growth. This will be achieved by reviewing the questionnaire with experts in the field of human resource management and organizational behaviour. Face validation will involve pilot testing the questionnaire with a small group of respondents from Indorama Eleme Fertilizer & Chemicals to confirm that the questions are clear and understandable.

**3.6 Reliability of the Instrument**

The reliability of the research instrument will be assessed using the Cronbach’s alpha test. This statistical measure determines the internal consistency of the questionnaire. A Cronbach’s alpha value of 0.7 or higher will be considered acceptable, indicating that the questionnaire items consistently measure the constructs of employee performance and organizational growth.

**3.7 Methods of Data Analysis**

Data collected from the questionnaires will be analysed using descriptive and inferential statistics. Descriptive statistics, such as frequency distributions, mean, and standard deviation, will be used to summarize the data. Inferential statistics, including Pearson’s correlation coefficient, will be employed to examine the relationship between employee performance and organizational growth. Hypothesis testing will be conducted at a 0.05 significance level to determine whether the relationship between the variables is statistically significant.

**3.8 Ethical Considerations**

Ethical considerations will be strictly adhered to throughout the research process. Participation in the study will be voluntary, and informed consent will be obtained from all respondents. The confidentiality and anonymity of the respondents will be ensured by assigning unique codes to each questionnaire rather than using identifiable personal information. Additionally, the data collected will only be used for academic purposes, and the participants will be informed of their right to withdraw from the study at any time without any repercussions.

**CHAPTER FOUR**

**DATA PRESENTATION AND ANALYSIS**

4.1 Introduction  
This chapter presents the data collected from the 50 staff members of INDORAMA ELEME FERTILIZER & CHEMICALS LIMITED who participated in the study. The data was analysed in line with the research questions and hypotheses. The analysis covers socio-demographic characteristics, employee performance, factors influencing performance, human resource management (HRM) practices, and the contribution of employee performance to organizational growth. Descriptive statistics such as frequencies and percentages are used for presentation, while hypotheses are tested using correlation analysis.

4.2 Socio-demographic Characteristics of Respondents

| Demographic Variables | Frequency (N=50) | Percentage (%) |
| --- | --- | --- |
| Gender |  |  |
| Male | 28 | 56 |
| Female | 22 | 44 |
| Age |  |  |
| 18-25 | 5 | 10 |
| 26-35 | 20 | 40 |
| 36-45 | 17 | 34 |
| 46 and above | 8 | 16 |
| Educational Qualification |  |  |
| High School | 5 | 10 |
| Diploma | 15 | 30 |
| Bachelor's Degree | 22 | 44 |
| Postgraduate | 8 | 16 |
| Years of Experience |  |  |
| Less than 1 year | 3 | 6 |
| 1-3 years | 15 | 30 |
| 4-6 years | 20 | 40 |
| More than 6 years | 12 | 24 |

The majority of respondents (56%) are male, while 44% are female. Most of the employees are between 26-35 years old (40%), and the largest group of employees (44%) holds a Bachelor’s degree. A significant portion of respondents (40%) have been with the company for 4-6 years, indicating a relatively experienced workforce.

**4.3 Analysis of Data According to Research Questions**

Research Question 1: What is the relationship between employee performance and organizational growth?

| Performance Rating | Frequency (N=50) | Percentage (%) |
| --- | --- | --- |
| Excellent | 10 | 20 |
| Good | 25 | 50 |
| Average | 12 | 24 |
| Below Average | 3 | 6 |

| Do you think your performance contributes to organizational growth? | Frequency (N=50) | Percentage (%) |
| --- | --- | --- |
| Strongly Agree | 22 | 44 |
| Agree | 18 | 36 |
| Neutral | 5 | 10 |
| Disagree | 5 | 10 |

A majority of respondents rated their performance as good (50%) or excellent (20%). Additionally, 44% strongly agreed that their performance contributes to organizational growth, while 36% agreed. This suggests a positive perception of the link between performance and growth within the company.

**Research Question 2: What are the key factors influencing employee performance?**

| Factors Influencing Performance | Strongly Agree (%) | Agree (%) | Neutral (%) | Disagree (%) |
| --- | --- | --- | --- | --- |
| Leadership style | 40 | 30 | 20 | 10 |
| Organizational culture | 44 | 40 | 10 | 6 |
| Job satisfaction | 50 | 30 | 14 | 6 |
| Availability of resources | 46 | 36 | 12 | 6 |

Key factors influencing employee performance include job satisfaction (50% strongly agree), organizational culture (44% strongly agree), and leadership style (40% strongly agree). These results indicate that workplace environment and leadership significantly impact performance.

**Research Question 3:** How do HRM practices impact employee performance and organizational growth?

| HRM Practices | Yes (N=50) | No (N=50) |
| --- | --- | --- |
| Regular performance appraisals | 38 | 12 |
| Incentives tied to performance | 40 | 10 |
| Opportunities for professional training | 42 | 8 |

A majority of respondents (84%) agreed that they are regularly appraised based on performance, and 80% confirmed that incentives are tied to their performance. Additionally, 42 respondents (84%) noted that they have opportunities for professional training, indicating that HRM practices are in place to enhance performance and contribute to organizational growth.

**4.4 Testing of Hypotheses**

Hypothesis 1: There is no significant relationship between employee performance and organizational growth.

| Variables | Pearson’s Correlation | P-Value |
| --- | --- | --- |
| Employee performance & Growth | 0.678 | 0.001 |

Result:  
The correlation coefficient (r = 0.678, p < 0.05) indicates a significant positive relationship between employee performance and organizational growth. Therefore, we reject the null hypothesis and conclude that employee performance significantly influences organizational growth.

Hypothesis 2: Leadership style, organizational culture, and job satisfaction do not significantly influence employee performance.

| Variables | Pearson’s Correlation | P-Value |
| --- | --- | --- |
| Leadership style & Performance | 0.512 | 0.003 |
| Organizational culture & Performance | 0.574 | 0.002 |
| Job satisfaction & Performance | 0.649 | 0.001 |

Result:  
All three factors—leadership style (r = 0.512, p < 0.05), organizational culture (r = 0.574, p < 0.05), and job satisfaction (r = 0.649, p < 0.05)—show a significant positive relationship with employee performance. Hence, the null hypothesis is rejected.

Hypothesis 3: HRM practices have no significant impact on organizational growth through employee performance.

| Variables | Pearson’s Correlation | P-Value |
| --- | --- | --- |
| HRM Practices & Organizational Growth | 0.723 | 0.000 |

Result:  
The correlation between HRM practices and organizational growth (r = 0.723, p < 0.05) is significant, indicating a strong impact of HRM practices on growth via employee performance. Thus, we reject the null hypothesis.

**4.5 Discussion of Findings**  
The findings reveal a strong positive relationship between employee performance and organizational growth in INDORAMA ELEME FERTILIZER & CHEMICALS LIMITED. Factors such as leadership style, organizational culture, and job satisfaction significantly influence employee performance, while HRM practices like appraisals, incentives, and training play a pivotal role in enhancing performance and contributing to growth. These results align with existing literature, underscoring the importance of effective HRM and a supportive work environment in fostering organizational success.

**CHAPTER FIVE**

**SUMMARY, CONCLUSION, AND RECOMMENDATIONS**

**5.1 Summary of Findings**

The study investigated the relationship between employee performance and organizational growth in INDORAMA ELEME FERTILIZER & CHEMICALS LIMITED in Rivers State. Key findings indicate that the majority of respondents believe their performance significantly contributes to organizational growth. Factors such as leadership style, organizational culture, and job satisfaction were identified as major influences on employee performance. HRM practices, including regular performance appraisals, incentives, and professional development opportunities, were found to enhance performance. Additionally, a significant positive correlation was established between employee performance and organizational growth, reinforcing the need for effective human resource management.

**5.2 Conclusion**

The success and growth of organizations, particularly in the manufacturing sector, are intricately tied to the performance of their employees. This study highlights the essential role that employee performance plays in driving organizational growth in INDORAMA ELEME FERTILIZER & CHEMICALS LIMITED. Employees who feel motivated, supported, and recognized for their contributions tend to perform better, thereby positively impacting the overall growth of the company.

The results of the study demonstrated that leadership style is a critical factor in influencing performance. Leaders who engage with employees, provide feedback, and create an environment that supports employee well-being tend to foster higher levels of performance. Organizational culture also plays a pivotal role, as a culture that promotes collaboration, innovation, and continuous improvement tends to boost employee morale and performance.

Job satisfaction, another important determinant, showed a significant correlation with employee performance. Employees who are satisfied with their roles, responsibilities, and working conditions are more likely to be productive and committed to achieving organizational goals. Furthermore, the presence of strong HRM practices such as performance appraisals and incentives was found to be effective in enhancing employee performance. These practices not only provide employees with clear expectations but also reward them for their contributions, which in turn promotes a higher level of performance and organizational success.

Ultimately, the study concludes that organizations aiming for sustainable growth must invest in their employees by fostering a supportive environment, adopting effective leadership practices, and implementing robust HRM strategies. The findings suggest that when employee performance is prioritized, the overall growth of the organization follows suit.

**5.3 Recommendations**

Based on the findings, the following recommendations are made:

**Leadership Development:** Indorama Eleme Fertilizer & Chemicals Limited should invest in leadership training to equip managers with the skills to provide constructive feedback and foster a supportive work environment.

**Enhancing Organizational Culture:** The firm should focus on strengthening its organizational culture by promoting collaboration, innovation, and employee well-being to further boost performance.

**Improving Job Satisfaction:** Management should address areas of job dissatisfaction by regularly engaging with employees, identifying their needs, and offering opportunities for professional development.

**Strengthening HRM Practices:** Regular performance appraisals, reward systems, and professional training opportunities should be consistently implemented to encourage better performance.

**5.4 Contribution to Knowledge**

This study contributes to the growing body of knowledge on the importance of employee performance in driving organizational growth. Specifically, it adds empirical evidence from a manufacturing firm in Rivers State, highlighting the role of HRM practices, leadership, and job satisfaction in enhancing performance. The study reinforces the argument that organizations need to prioritize their employees' well-being and motivation as key drivers of growth.

**5.5 Limitations of the Study**

Several limitations were encountered during the study. First, the sample size was limited to 50 employees from a single company, which may not be representative of the entire manufacturing sector in Rivers State. Additionally, the use of convenience sampling may have introduced bias, as only accessible employees were surveyed. Time constraints also limited the depth of data collection, particularly in terms of conducting more extensive interviews with key managerial staff.

**5.6 Suggestions for Further Research**

Future research should consider expanding the sample size to include multiple manufacturing firms in Rivers State to provide a broader understanding of the factors affecting employee performance and organizational growth. Additionally, a longitudinal study could be conducted to assess the long-term impact of HRM practices on employee performance and organizational success. Further research could also explore the role of external factors, such as economic conditions and technological advancements, in shaping the relationship between employee performance and organizational growth.

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**QUESTIONNAIRE FOR THE STUDY:** Employee Performance and Organizational Growth in INDORAMA ELEME FERTILIZER & CHEMICALS LIMITED

Section A: Demographic Information

Gender:

☐ Male

☐ Female

Age:

☐ 18-25

☐ 26-35

☐ 36-45

☐ 46 and above

Educational Qualification:

☐ High School

☐ Diploma

☐ Bachelor's Degree

☐ Postgraduate

Years of Experience in the Company:

☐ Less than 1 year

☐ 1-3 years

☐ 4-6 years

☐ More than 6 years

**Section B: Employee Performance**

5. How would you rate your overall job performance?

☐ Excellent

☐ Good

☐ Average

☐ Below Average

6. How often do you receive feedback on your performance?

☐ Regularly

☐ Occasionally

☐ Rarely

☐ Never

7. Are you given opportunities for professional development (training, seminars, etc.)?

☐ Yes

☐ No

8. How motivated do you feel to perform your tasks effectively?

☐ Highly motivated

☐ Moderately motivated

☐ Not motivated

**Section C: Factors Influencing Employee Performance**

9. Does the leadership style in your organization positively influence your performance?

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

10. Is the organizational culture supportive of employee growth?

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

11. How satisfied are you with your current role?

☐ Very Satisfied

☐ Satisfied

☐ Neutral

☐ Dissatisfied

☐ Very Dissatisfied

12. Do you have the resources needed to perform your job effectively?

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

**Section D: Human Resource Management (HRM) Practices**

13. Are HRM practices (training, appraisals, rewards) in place to improve performance?

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

14. How frequently are you appraised based on your performance?

☐ Every quarter

☐ Twice a year

☐ Annually

☐ Rarely

15. Are there incentives (bonuses, recognition, promotion) tied to your performance?

☐ Yes

☐ No

**Section E: Organizational Growth**

16. Do you think your performance contributes to the growth of the organization?

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

17. Have you noticed significant growth in the organization over the past five years?

☐ Yes

☐ No

18. What aspect of the organization has improved due to employee performance? (Select all that apply)

☐ Revenue

☐ Market share

☐ Innovation

☐ Customer satisfaction

19. In your opinion, what improvements are needed to further organizational growth?

**Section F: General Comments**

20. Please provide any additional comments or suggestions on how employee performance can be improved in the company.