

Original Article

Corporate Job Planning and Organizational Competitiveness: A Study of Bottling Companies in Port Harcourt

SAMUEL, Ogonda Victor^{1*}, NYEBUCHI, Nancy²

¹ Department of Employment Relations and Human Resource Management, Rivers State University Port Harcourt, Nigeria.

² Department of Business Administration, Rivers State University Port Harcourt, Nigeria.

*victor.samuel@ust.edu.ng

Received: 08 July 2024; Revised: 07 August 2024; Accepted: 09 September 2024; Published: 30 September 2024;

Abstract - This study investigates the impact of corporate job planning on organizational competitiveness, focusing on bottling companies in Port Harcourt, Nigeria. Effective job planning, encompassing job design, job description, and career development, is critical for enhancing an organization's performance and competitive edge. Utilizing a cross-sectional survey design, data were collected from 217 management staff members using stratified sampling and analyzed using Spearman's rank correlation. Findings indicate that job planning significantly correlates with organizational competitiveness, with job design ($r=0.851$, $p<0.01$) and job description ($r=0.810$, $p<0.01$) showing strong positive correlations with productivity and profitability. The study highlights that effective job planning facilitates improved employee performance, job satisfaction, and retention, contributing to higher organizational productivity and profitability. Recommendations include adopting strategic job planning practices to align with organizational goals and continuous investment in employee development to sustain competitive advantage.

Keywords - Corporate job planning, Organizational competitiveness, Bottling companies, Human capital management, Job design.

1. Introduction

In today's cutthroat business world, companies always look for ways to boost their edge and keep a lasting advantage in the market. A key part of this quest is to plan and manage company jobs well, which can affect how a company performs and where it stands against rivals. In the changing and growing business scene, a company's ability to stay ahead is key to lasting success and stability. One crucial thing that helps a company compete is how it handles its people through good planning of company jobs [19]. Planning company jobs means thinking ahead about how to create, put in place, and check job roles and duties in a company to match its big goals and make everything work better [16].

In the tough bottling business in Port Harcourt, Nigeria, planning company jobs well has become a big issue. The bottling industry plays a big part in the local and national economy, helping with jobs, making money, and getting important goods to people [11]. Yet, the industry faces many challenges. These include tough competition, shifting consumer likes, and the need to keep up with tech advances [20]. In this setting, how well-bottling companies plan and handle their workforce plays a big role in how competitive they are and how long they will last.



Current studies on company job planning show it is key to boosting company performance, keeping workers engaged, and staying ahead of rivals [1, 17]. Research proves that good job planning can make workers happier, keep them from quitting, and help them get more done. All these things help a company do better than its competitors [16, 18]. When it comes to the bottling industry in Port Harcourt, not much research looks at how company job planning helps firms compete better. Most studies so far have looked at bigger parts of managing people, like hiring, training, and paying them, without focusing on job planning [11, 20]. This gap in what we know gives us a chance to explore how good company job planning relates to how competitive bottling companies in Port Harcourt.

1.1. Conceptual Framework

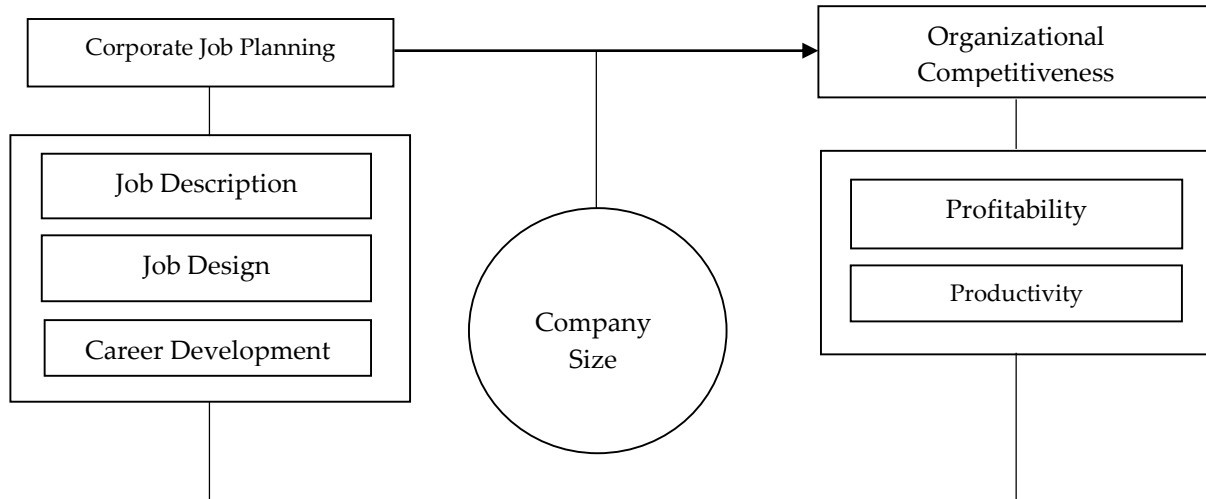


Fig. 1 Conceptual framework for corporate job planning and organizational competitiveness

2. Literature Review

2.1. Theoretical Framework

2.1.1. Human Capital Theory

The Human Capital Theory postulates that investments in employees' skills and knowledge raise productivity and economic value. As [5] puts it, firms that invest in employee training and development would gain a competitive edge along the lines outlined in 1964. This theory indeed found wide applications within the bottling industry context, where effective job planning provided that employees will have the necessary competencies to meet operational demands and innovate.

2.1.2. Resource-Based View (RBV)

The theory of Resource-Based View, by [3], emphasizes that in housing, organizational resources, not excluding human resources, are the foundation for competitive advantage. Therefore, effective job planning in bottling companies gives assurance for the optimum utilization of human resources through ensuring employee capabilities are focused on the achievement of their strategic goals, as put forward by [3, 22, 24].

2.1.3. Strategic Human Resource Management

SHRM is an initiative to integrate HRM with organizational strategy in order to gain a competitive edge in terms of performance and competitiveness. According to Wright and McMahan, SHRM deals with proactive job planning and fully aligns its HR practices in the organization with strategic goals and business objectives. For bottling companies, this would mean developing certain job roles that could effectively deal with production efficiency and market responsiveness [9, 14].

2.1.4. Job Design and Work Systems Theory

Job design, part of work systems theory, concerns the structuring of job roles to support employee motivation, performance, and satisfaction. [12] postulates that the raising of levels of job enrichment would lead to higher performance. Accordingly, well-designed jobs in the bottling sector will increase operational efficiency by encouraging higher levels of operational productivity and, simultaneously, employees' commitment to the organization, as [12, 21].

2.2. Conceptual Review

2.2.1. Corporate Job Planning

Corporate job planning, according to [24, 25], is the arrangement of the workforce of an organization with its strategic business goals to reach the target set. Corporate job planning is systematically identifying and analyzing different job roles and responsibly optimizing the process within an organization. According to [10], corporate job planning is the function of management in human resources that has to do with putting the right person in the right job at the right time to ensure that the employees contribute to achieving the organizational goals.

Job Descriptions

Corporate job planning must identify job descriptions. This is because the job description outlines the specifications and qualifications required for a position in the organization [22]. Effective job descriptions clarify the expectations and requirements of every single position, and therefore, the organization can recruit, select, and manage its employees quite properly. [5] states that a comprehensive job description should cover issues such as job title, position relationships, key job segments, type, and levels of job qualifications, as well as any special working conditions and physical demands that can be made.

Job Design

Job design is the process of structuring and shaping the content related to a job in order to fit organizational strategic objectives and an employee's needs. Effective job design must enhance employee motivation, job satisfaction, and productivity. [17] recommend that in job design considerations for the task, the underlying principles of skill variety, task identity, task significance, autonomy, and feedback on the job be made so that the job is enriched, empowering, and challenging to the employees.

Career Development

Discuss about career development plan being a part of corporate job planning, which refers to the way of improving the skills, knowledge, and experience of people for long-term growth and progress in the organization [18]. Effectiveness in the career development programs allows employees to gain an understanding of their strengths, interests, and career aspirations within the organization and to be accorded the required training, mentoring, and promotive opportunities. Proper career development programs, according to [15], enhance the employees' engagement, retention, and overall competitiveness of the organization.

2.2.2. Organizational Competitiveness

Organizational competitiveness is defined as the ability of the organization to consistently outperform its rivals in the marketplace. Organizational competitiveness is a multidimensional concept that includes dimensions like financial performance, market share, customer satisfaction, innovation, etc. According to [8], organizational competitiveness is rooted in the firm's resources, capabilities, and strategic positioning.

Measures of Organizational Competitiveness

Profitability: Achieving profitability is a paramount aim of financial management since one of its objectives is to optimise the owner's wealth [6]. Generating income is a primary objective of financial management, as one objective is to enhance the owner's financial prosperity [6]. How much a business earns plays a big role in how well

it does. A company that does not make money cannot last long. However, a company that makes lots of money can give its owners a big return on what they put in [8]. So, the main goal of a business is to make a profit to stay afloat in the current market.

The profitability of a company is a measure of how well its management turns its resources into cash. Many advantages will accrue to businesses as a result of their increased profitability. Making a profit is crucial for a company's long-term viability and success because it increases the probability that investors will put money into the company. In their never-ending quest to boost profits, many companies hold endless brainstorming sessions in an effort to decrease operational expenses and increase sales.

Productivity: Productivity is the fundamental principle behind organizational performance and competitiveness. It is often seen as one of the critical determinants that evaluate the use of resources efficiently and the effectiveness of organizations from a broader perspective. Several scholars have reportedly claimed that productivity is perhaps a lead indicator of an organisation's competitiveness. Drucker says productivity is the "ultimate resource" any organization has, as it determines an organization's ability to gain a competitive advantage in the marketplace. Drucker defines productivity as the "effective and efficient use of all resources," and he considers it the prime mover to engender success for the long-term growth of an organization. [21] strengthens the relationship between productivity and competitiveness: "Productivity improvement is the key to competitiveness." He points out that the organization needs to constantly look for ways to find productivity improvements that drive it to be more competitive out there.

2.3. Relationship between Corporate Job Planning and Organizational Competitiveness

The capacity of a company to organise and direct its employees efficiently is a key component in its overall performance. People resource planning, or corporate job planning, is a method by which a company's people resources are strategically matched with its commercial goals [9]. Several researches have been done to investigate how corporate job planning affects organizational competitiveness. [9] found out that organizations with comprehensive job plans and good HRM practices tend to do better than others in their industry. According to the researchers, when these jobs are well planned for, they not only aid in recruiting but also in developing workers, thereby contributing towards competitive advantage and sustainability in organizations. Job analysis, training, and performance evaluation are all examples of high-performance work systems that have been the subject of research on their impact on business outcomes [14]. These measures, which include lowering personnel turnover rates and improving financial outcomes-major indications of organisational competitiveness—were shown to have a positive correlation with increased productivity.

[4] elaborate on this theme, and they assert that the strategic role of human resource management practices, especially job planning, such as how it is connected with an organization's business strategy, can largely determine where an organisation stands in terms of competitive advantage. According to them, companies that can align their job planning efforts with broader strategic goals work toward superior performance and an enduring competitive advantage. [15] Innovative job planning and human resource management practices such as team-based work structures and incentive-based pay have been found to significantly enhance productivity and product quality.

These results, therefore, emphasize the significant role strategic job planning can play in strengthening an organization with respect to its counterparts. A systematic review by Smith et al. and also a meta-analysis performed by [7] by combining the results from multiple studies found a strong positive correlation between comprehensive job planning practices along with various measures of organizational performance, including profitability, productivity, and market value. This further underscores the crucial role of effective job planning in driving an organization's competitiveness.

3. Methodology

This study employs a cross-sectional survey design. The population consists of 477 senior, middle, and lower management staff from bottling companies in Port Harcourt. To achieve the desired representation from various sub-groups, stratified sampling was used. The sample size was determined using the Taro Yamane (1970) formula, as provided by [2] = 217 respondents.

Principal data were gathered by means of semi-structured questionnaires sent to personnel at the senior, middle, and lower levels of management within the bottling firms. Available secondary data were collected from published sources, including textbooks, journals, newspapers, magazines, bulletins, and other pertinent publications. The research tool was subjected to examination and determination of its content and face validity by specialists in the respective area. Validation of reliability was achieved by a confirmatory assessment of internal consistency using the Cronbach Alpha Coefficient with the sample, performed using the Statistical Package for Social Sciences (SPSS). Only items with alpha coefficients equal to or greater than 0.7 were deemed credible. Statistical analysis of the data was conducted using mean, standard deviation, and Spearman Rank Order Correlation methods in SPSS.

4. Results and Discussion

The information is derived from the quantity of questionnaires that were filled out and sent back by the participants. A Spearman's rank correlation test 217 was used to analyse the data, which is provided in tables. Six hundred and twenty-two of the surveys sent to bottling company management were filled out and returned to the researcher for examination.

Table 1. Age distribution of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 25	7	4.3	4.3	4.3
25-39 Years	63	38.9	38.9	43.2
Valid 40-54 Years	70	43.2	43.2	86.4
55-69 Years	22	13.6	13.6	100.0
Total	162	100.0	100.0	

Source: SPSS 21.0 data Output, 2024

It is clear from looking at Table 1 that 7 people, or 4.3% of the total, are under the age of 25. In addition, the age group of 25–39 accounts for 63 respondents, or 38.9% of the total. In addition, 43.2% of the total respondents were in the 40-54 age range, while 13.6% were in the 55-69 age category; 22 respondents made up the remaining 13.6 percent.

Table 2. Gender distribution of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	102	63.0	63.0	63.0
Female	60	37.0	37.0	100.0
Total	162	100.0	100.0	

Source: SPSS 21.0 data Output, 2024

Table 2's data makes it quite evident that there are 102 male respondents (or 63% of the total) and 60 female respondents (37% of the total).

Table 3. Educational qualifications of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Doctoral	6	3.7	3.7	3.7
Valid Masters	29	17.9	17.9	21.3
B.Sc.	83	51.2	51.2	72.8
ND/HND	36	22.2	22.2	95.1
Others	8	4.9	4.9	100.0
Total	162	100.0	100.0	

Source: SPSS 21.0 data Output, 2024

The distribution of respondents' educational level and qualifications is shown in Table 3. Among the respondents, 6 have PhDs, 29 have Master's degrees, 51.2% have Bachelor's degrees, 8 have Ordinary National diplomas or Higher National diplomas, and 4.9% have no educational certificate at all, according to the data shown above.

Table 4. Years of working experience of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 5 Years	27	16.7	16.7	16.7
Valid 5-10 Years	54	33.3	33.3	50.0
11-15 Years	66	40.7	40.7	90.7
16-20 Years	15	9.3	9.3	100.0
Total	162	100.0	100.0	

Source: SPSS 21.0 data Output, 2024

A total of 27 respondents, or 16.7 percent, have worked for less than 5 years, while 54 respondents, or 33.3%, have worked for 5-10 years, according to the data in Table 4. Not only that, but 66 people (or 40.7% of the total) have worked for 11–15 years, and 15 people (or 9.3% of the total) have worked for 1–6–20 years.

Table 5. Job position for the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Top Level Manager	20	12.3	12.3	12.3
Valid Middle Level Manager	85	52.5	52.5	64.8
Supervisory Level Manager	57	35.2	35.2	100.0
Total	162	100.0	100.0	

Source: SPSS 21.0 data Output, 2024

The results in Table 5 show that twenty respondents, or 12.3% of the total, identify as top-level managers, whereas eighty-five respondents, or 52.5%, identify as middle managers. Not only that, but 55 people (or 35.2% of the total) are managers or supervisors.

Table 6. Response rates for job description

Job Description	SD	D	N	A	SA	X	Std
A well-defined job role fosters teamwork within an organisation to achieve its objectives	2	35	0	49	76	4.00	1.206
Organisational goals and objectives may be accomplished via job descriptions	9	30	10	44	69	3.83	1.307
A job description is a useful tool for employees to effortlessly achieve their goals	11	12	19	58	62	3.91	1.87

Source: Survey Data, 2024

Table 6 shows the results of a 3-item survey on a 5-point Likert scale for job description, along with the frequency and response rates. Based on the statistics, the average score for the first question item is 4.00, which falls within the agreed range. With mean scores of 3.83 and 3.91 for the second and third questions, respectively, it is clear that respondents lean more towards the agreed end of the measurement scale.

Table 7. Response rates for job design

Job Design	SD	D	N	A	SA	X	Std
The organization's sales growth is facilitated by job design	4	6	11	74	67	4.20	.904
Making ensuring the company gets its money's worth is what job design is all about	4	5	5	58	90	4.39	.886
Job design helps businesses increase their income	6	2	2	69	83	4.36	.883

Source: Survey Data, 2024

Based on a 3-item instrument and a 5-point Likert scale, Table 7 shows the response rates and frequency for Job Design. The data reveals that the first question item has an agreeable mean score of 4.20. Respondents lean further towards the agreed end of the measurement scale for the second question (4.39 mean score) and the third question (4.36 mean score), respectively.

Table 8. Response rates for career development

Career Development	SD	D	N	A	SA	X	Std
It allows a company to save money on its hiring process	0	8	5	74	75	4.33	.764
Because of this, the company can utilise the labour market more wisely and successfully	6	9	6	46	95	4.33	1.039
A company might save money on the recruiting process with its help	11	12	19	58	62	3.91	1.87

Source: Survey Data, 2024

Rates and frequencies of responses on a 3-item questionnaire with a 5-point Likert scale are shown in Table 8. The first question item had an average score of 4.33, placing it in the agreed category, according to the statistics. Respondents lean closer towards the agreed end of the measurement scale for the second question item (4.33 mean score) and the third question item (4.64 mean score).

Table 9. Descriptive statistics for corporate job planning

	N	Minimum	Maximum	Mean	Std.
Job Description	162	1.40	5.00	3.8765	1.15121
Job Design	162	3.00	5.00	4.2914	.57918
Career Development	162	2.00	5.00	4.3556	.54829
Valid N (listwise)	162				

Source: SPSS 21.0 data Output, 2024

The following is a summary of the corporate job planning descriptive statistics: job description, job design, and career development (Table 9). The majority of respondents were in agreement about the work description (mean score: 3.8765), job design (mean score: 4.2914), and career development (mean score: 4.3556).

Table 10. Response rates for productivity

Profitability	SD	D	N	A	SA	X	Std
Profitability increases effective corporate job planning	9	43	18	30	62	3.57	1.373
In our organization, profit has led to an increase in profitability	0	9	34	41	78	3.90	10350
In our organization, profit is the direct consequence of the monetary and non-monetary incentives given to employees	9	14	17	51	71	3.99	1.182

Source: Survey data, 2024

For a descriptive look at how Productivity measures organisational competitiveness, see Table 10 up there. Respondents lean further towards the agree side of the agreement scale for the first, second, and third question items, with mean scores of 3.57, 3.90, and 3.99, respectively.

Table 11. Response rates for profitability

Profitability	SD	D	N	A	SA	X	Std
In our organization, human resources enables the organization to maximize the utilization of its human resources.	4	5	5	61	87	4.37	.884
Organizational productivity increases effective human resource planning	0	5	5	73	79	4.36	.827
In our organization, well-managed talent increases organizational productivity	4	3	5	79	71	4.30	.826

Source: Survey Data, 2024

Results for the profitability question on a 5-item survey with a 3-point Likert scale are shown in Table 11. The data shows that the respondents lean more towards the agreed end of the measurement scale for the first, second, and third question items, respectively, with mean scores of 4.37, 4.36, and 4.30.

Table 12. Descriptive statistics for organizational competitiveness

	N	Minimum	Maximum	Mean	Std.
Productivity	162	2.00	5.00	3.9123	.93462
Profitability	162	1.00	4.80	4.2667	.70350
Valid N (Hstwise)	162				

Source: SPSS 21.0 data Output, 2024

Organisational competitiveness is shown by the descriptive statistics for productivity and profitability, which are shown in Table 12. On average, they scored 3,9123 and 4.22667. The majority of respondents fell into the "agree" category, according to the results.

Table 13. Descriptive statistics for the study variables

	N	Minimum	Maximum	Mean	Std.
Corporate Planning	162	2.53	4.93	4.1745	.66298
Competitiveness	162	2.67	4.87	4.1428	.68814
Valid N (Hstwise)	162				

Source: SPSS 21,0 data Output, 2024

The frequency and response rates for organisational culture, as evaluated on a 3-item instrument using a 5-point Likert scale, are shown in Table 13. High mean scores of 4.50 for the first question item, 4.43 for the second, and 4.38 for the third indicate that respondents lean more towards the agreed end of the measurement scale.

Table 14. Relationship between job description and organizational competitiveness

		Job Description	Productivity	Profitability
Job Description	Correlation Coefficient	1.00	.810**	.871**
	Sig. (2- tailed)		.000	.000
Spearman's Rho	N	162	162	162
Productivity	Correlation Coefficient	.810**	1.000	.842**
	Sig. (2- tailed)	.000		.000
	N	162	162	1625
Profitability	Correlation Coefficient	.871**	.842**	1.000
	Sig. (2- tailed)	.000	.000	
	N	162	162	162

Source: Research Data 2024 (SPSS output version 21.0)

The relationship between job description, productivity, and profitability indices of organisational success is shown in Table 14. There exists a correlation value of 0.810 ($p < 0.001$) between job description and labour productivity. There exists a reliable and statistically significant correlation between the job description of marketing majors and profitability ($r=0.871$, $p < 0.001$). The results of these regression models demonstrate that there is a robust and statistically significant positive correlation between job descriptions and water productivity or profitability.

This suggests that effective job planning, as evidenced by quality job descriptions, is associated with organisational efficiency.

These results are consistent with the conclusions of other research, such as [9, 14], which have shown that implementing strategic human resource management strategies, such as job planning, may enhance an organization's long-term competitive advantage. Furthermore, the findings corroborate the claim put out by [4] that the synchronisation of job planning with an organization's overarching business strategy is crucial for augmenting its competitiveness.

These findings suggest that in the setting of the bottling firms in Port Harcourt, thorough job planning, as shown by detailed job descriptions, is a vital element in improving the overall competitiveness of these organisations. By harmonising their employment planning endeavours with their corporate goals, bottling businesses have the opportunity to enhance their efficiency, profitability, and overall market performance.

Table 15. Relationship between job design and organizational competitiveness

		Job Design	Productivity	Profitability
Job Design	Correlation Coefficient	1.00	.851**	.923**
	Sig. (2- tailed)		.000	.000
Spearman's Rho	N	162	162	162
Productivity	Correlation Coefficient	.851**	1.000	.842**
	Sig. (2- tailed)	.000		.000
	N	162	162	1625
Profitability	Correlation Coefficient	.923**	.842**	.000
	Sig. (2- tailed)	.000	.000	
	N	162	162	162

Source: Research Data 2024 (SPSS output version 21.0)

The findings of the correlation study between job design, productivity, and profitability as indicators of organisational competitiveness are shown in Table 15. The statistically significant correlation coefficient between work design and productivity is 0.851, with a significance level of 0.01 ($p < 0.001$). There exists a statistically significant correlation coefficient of 0.923 between work design and profitability at the 0.01 level ($p < 0.001$). The robust positive association between job design and both productivity and profitability suggests that the implementation of good job design, which includes elements such as work diversity, independence, and feedback, is directly linked to the improvement of organisational competitiveness.

These results are consistent with the conclusions of earlier research, such as the Job Characteristics Model and the work of [4], which have emphasised the significance of job design in improving employee engagement, performance, and, ultimately, organisational productivity. The findings substantiate the claim that effectively crafted employment opportunities, which are in line with the strategic goals of the company, may enhance a sustainable competitive advantage, as proposed by the resource-based perspective of the business [3]. Within the framework of the bottling sectors in Port Harcourt, these findings suggest that the implementation of efficient job design plays a vital role in improving the overall competitiveness of these enterprises. By creating employment positions that are in line with their company goals and provide workers with the required independence, input, and chances for development, bottling firms have the opportunity to enhance their productivity, profitability, and overall market performance.

Table 16. Relationship between career development and organizational competitiveness

		Career Development	Productivity	Profitability
Career Development	Correlation Coefficient	1.00	.624**	.632**
	Sig. (2- tailed)		.000	.000
Spearman's Rho	N	162	162	162
Productivity	Correlation Coefficient	.624**	1.000	.842**
	Sig. (2- tailed)	.000		.000
	N	162	162	162
Profitability	Correlation Coefficient	.632**	.842**	1.000
	Sig. (2- tailed)	.000	.000	
	N	162	162	162

Source: Research Data 2024 (SPSS output version 21.0)

Using Spearman's rho correlation coefficients, Table 16 illustrates the link between career development and organisational competitiveness, with a special emphasis on productivity and profitability. The findings reveal a robust positive association between career development and productivity, suggesting that as career development progresses, productivity also rises. The statistical significance level indicates that this link is statistically significant. Furthermore, it demonstrates a robust positive relationship between career advancement and corporate profitability, indicating that superior career development strategies are linked to increased profitability. The observed association has statistical significance. In conclusion, there exists a robust and positive relationship between productivity and profitability. These findings suggest a robust and statistically significant correlation between increased productivity and increased profitability.

For instance, prior research conducted by [13] has shown that extensive career development programs improve workers' abilities and drive, resulting in higher output. The substantial link shown in this research is consistent with their empirical results, therefore strengthening the notion that allocating resources towards career development might result in increased productivity. A study conducted by [6] revealed that companies that have strong career development frameworks often have superior financial performance. The study's detected positive connection supports these results, indicating that career development not only enhances employee development but also positively impacts the financial well-being of the firm. A multitude of studies, like those conducted by [15], have conclusively shown a robust correlation between production and profitability. The discovery in this research of a highly robust positive association reinforces the widely established connection that increased productivity results in enhanced profitability, therefore demonstrating the criticality of efficient job planning and development for the achievement of organisational success. The findings demonstrate the presence of substantial positive correlations among career advancement, productivity, and profitability. The results of this study align with prior research, emphasising the significance of career advancement in improving the competitiveness of organisations. Successful implementation of career development programmes may result in significant enhancements in both productivity and profitability, making it a crucial area of concentration for bottling firms in Port Harcourt seeking to strengthen their competitive advantage.

5. Conclusion

The study concludes that effective corporate job planning significantly enhances organizational competitiveness in the bottling industry in Port Harcourt. The findings underscore the importance of strategic job

design, comprehensive job descriptions, and robust career development programs in improving productivity and profitability. By aligning job planning with organizational goals, bottling companies can achieve better employee performance, job satisfaction, and retention, leading to a sustainable competitive edge in the market. The study offers the following recommendations:

- The integration of employment planning techniques with strategic objectives is vital for bottling firms to guarantee the alignment of job roles and responsibilities with the aims of the organisation.
- Sustained allocation of resources towards training and development initiatives is crucial in order to provide personnel with the requisite abilities and information to effectively handle operational requirements and adjust to market fluctuations.
- It is important to provide precise and thorough job descriptions in order to give workers a clearer understanding of their responsibilities and anticipated outcomes, therefore enabling enhanced performance and productivity.
- Implement robust career development programs to enhance employee engagement, satisfaction, and retention, thereby contributing to the organization's overall competitiveness.
- Regular reviews and updates of job plans are necessary to adapt to technological advancements, changing consumer preferences, and industry dynamics, ensuring continued alignment with organizational objectives.

Data Availability

Upon reasonable request, the data supporting the results of this research may be obtained from the corresponding author. Since the data include sensitive personal information gathered via interviews and surveys, they are not made publicly accessible owing to privacy laws and ethical considerations. Victor Samuel at victor.samuel@ust.edu.ng may be contacted for requests to access the datasets; each request will be evaluated individually.

References

- [1] Meera Alagaraja, and Brad Shuck, "Exploring Organizational Alignment-Employee Engagement Linkages and Impact on Individual Performance: A Conceptual Model," *Human Resource Development Review*, vol. 14, no. 1, pp. 17-37, 2015. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]
- [2] D.M. Baridam, *Research Methods in Administrative Sciences*, Port Harcourt Nigeria: Scherbrooke Associates, 2001. [[Google Scholar](#)]
- [3] Jay Barney, "Firm Resources and Sustained Competitive Advantage," *Journal of Management*, vol. 17, no. 1, pp. 99-120, 1991. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]
- [4] Brian E. Becker, and Mark A. Huselid, "Strategic Human Resources Management: Where Do We Go from Here?," *Journal of Management*, vol. 32, no. 6, pp. 898-925, 2006. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]
- [5] Gary S. Becker, *Human Capital: A Theoretical and Empirical Analysis, with Special Reference to Education*, University of Chicago Press, 1994. [[Google Scholar](#)] [[Publisher Link](#)]
- [6] Peter Cappelli, and J.R. Keller, "Talent Management: Conceptual Approaches and Practical Challenges," *Annual Review of Organizational Psychology and Organizational Behavior*, vol. 1, pp. 305-331, 2014. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]
- [7] James Combs et al., "How much do High-Performance Work Practices Matter? A Meta-Analysis of their Effects on Organizational Performance," *Personnel Psychology*, vol. 59, no. 3, pp. 501-528, 2006. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]
- [8] T. Russell Crook, "Does Human Capital Matter? A Meta-Analysis of the Relationship between Human Capital and Firm Performance," *Journal of Applied Psychology*, vol. 96, no. 3, pp. 443-456, 2011. [[Google Scholar](#)] [[Publisher Link](#)]
- [9] John E. Delery, and D. Harold Doty, "Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational Performance Predictions," *Academy of Management Journal*, vol. 39, no. 4, pp. 802-835, 1996. [[Google Scholar](#)] [[Publisher Link](#)]

- [10] Gary Dessler, *Fundamentals of Human Resource Management*, 5th ed., Pearson, 2020. [[Publisher Link](#)]
- [11] B.U. Eze, O.A. Ehimare, and O.E. Ogaga, "Human Resource Management Practices and Organizational Performance in the Bottling Industry in Nigeria," *International Journal of Management, Accounting and Economics*, vol. 6, no. 1, pp. 44-61, 2019.
- [12] J. Richard Hackman, and Greg R. Oldham, "Motivation through the Design of Work: Test of a Theory," *Organizational Behavior and Human Performance*, vol. 16, no. 2, pp. 250-279, 1976. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]
- [13] R. Harrison, and Joseph Kessels, *Human Resource Development in a Knowledge Economy: An Organizational View*, Palgrave Macmillan, New York/Hampshire, 2004. [[Google Scholar](#)] [[Publisher Link](#)]
- [14] Mark A. Huselid, "The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance," *Academy of Management Journal*, vol. 38, no. 3, pp. 635-672, 2017. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]
- [15] Casey Ichniowski, Kathryn Shaw, and Giovanna Prennushi, "The Effects of Human Resource Management Practices on Productivity: A Study of Steel Finishing Lines," *The American Economic Review*, vol. 87, no. 3, pp. 291-313, 1997. [[Publisher Link](#)]
- [16] Robert L. Mathis et al., *Human Resource Management*, Cengage Learning, 2017. [[Google Scholar](#)] [[Publisher Link](#)]
- [17] Jeffrey A. Mello, *Strategic Human Resource Management*, Cengage Learning, 2015. [[Google Scholar](#)] [[Publisher Link](#)]
- [18] Raymond Noe et al., *Human Resource Management: Gaining A Competitive Advantage*, McGraw-Hill Education, 2020. [[Google Scholar](#)] [[Publisher Link](#)]
- [19] Paul Ogunyomi, and Nealia S. Bruning, "Human Resource Management and Organizational Performance of Small and Medium Enterprises (SMEs) in Nigeria," *The International Journal of Human Resource Management*, vol. 27, no. 6, pp. 612-634, 2016. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]
- [20] E.E Okafor, and D. Amanze, "The Impact of Training and Development on Organizational Performance: Evidence from the Bottling Industry in Nigeria," *Journal of Management*, vol. 30, no. 1, pp. 35-44, 2020.
- [21] Sharon Parker, and Toby Wall, *Job and Work Design: Organizing Work to Promote Well-Being and Effectiveness*, Sage Publications, New Delhi, 1998. [[Google Scholar](#)]
- [22] Margaret A. Peteraf, "The Cornerstones of Competitive Advantage: A Resource-Based View," *Strategic Management Journal*, vol. 14, no. 3, pp. 179-191, 1993. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]
- [23] Robert E. Ployhart, and Thomas P. Moliterno, "Emergence of the Human Capital Resource: A Multilevel Model," *Academy of Management Review*, vol. 36, no. 1, pp. 127-150, 2011. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]
- [24] Birger Wernerfelt, "A Resource-Based View of the Firm," *Strategic Management Journal*, vol. 5, no. 2, pp. 171-180, 1984. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]
- [25] Patrick M. Wright, and Gary C. McMahan, "Theoretical Perspectives for Strategic Human Resource Management," *Journal of Management*, vol. 18, no. 2, pp. 295-320, 1992. [[CrossRef](#)] [[Google Scholar](#)] [[Publisher Link](#)]