

## **Effective Competency Modeling and The Performance of Food and Beverage Firms in Enugu State, Nigeria: A Triangulated Critical Analysis and Associational Evaluation**

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**ABSTRACT :** *The incidence of poor performance among the private sector organizations in Nigeria has risen to the level that stakeholders are burdened and bordered with the state of affairs in the organizations where their money have been invested. The paper examined the extent at which organizations in the Food and Beverage Firms of Enugu State involve effective management of competency prior to their employment process. The essence is to find out the relationship if any exists between effective management of competency and the performance of employees in Food and Beverage Firms in Enugu State, Nigeria. Literature was reviewed extensively, critically and evaluative and a model of effective competency framework was designed. Data was gathered from primary source with a structured questionnaire and analyzed using percentages while hypotheses were tested using chi-square statistical tool by the means of SPSS Statistical Package version 20. The results and findings showed that there are positive and significant relationships between the sub variables of the study. Conclusion was drawn based on the findings while recommendations were made based on the conclusion.*

**KEY WORDS:** *Effective, Competency, Modeling, Food and Beverage Firms, Enugu State, Nigeria.*

### **I. INTRODUCTION**

Human resource management (HRM) has continued to remain on top of the echelon in the management ladder. This may have been the reason why management experts in theory and the field concur to the fact that management is universal. The fields of psychology as well as management are both concerned with achieving the best practice ever in the area of manpower that makes things happen. While the former is concerned with the theoretical aspect of the issue at stake, the later emphasizes the best in human behavior as crucial in the achievement or organizational goals, the later takes over from where the later stops by ensuring that the theories, principles, structures, rules, regulations, policies as well as other major and minor expectations are applied functionally. Competency management in the area of human resource is concerned with using the notion of competency and the results of competency analysis to inform and improve the processes of performance management, recruitment and selection, employee development and employee reward.

The concept of competencies of employees as well as that of the organizations has received the attention of managers, entrepreneurs and other stake holders now than ever because the recessive nature of world economies. This stems from the fact that effective management is essentially about the competency of components especially manpower. Drucker (2009) maintains that the concept of competency is basically about performance and that any organization that has not been flexible especially with regards to the competency of her employees would naturally be shown the way out of business by the forces of demand and supply. It therefore becomes imperative that organizations need to ensure the competency of the employees prior to the employment. Agreeing with Drucker above, Manfield (1999) sees competency as “an underlying characteristics of a person that results in effective or superior performance”.

Closely following the definition by Manfield is that of Rankin (2002) which describes competency as definition of skills their staff to practice in their work. Stake holders in business management all agree that there is always a very close relationship between the levels of competencies exhibiting by employees and the general performance of such organizations. In support of the above, Agbionu, Agbodike and Ojiagu (2015) insisted that competence plays a vital role in performance because if the employees of any organization are not confirmed competent, performance of such organization is ensured. In other words, organizations with high level of

employee competencies are expected to do well and vice versa. The Food and Beverage Firms in Nigeria have been striving hard to make sure that they remain competitive locally and internationally. The industry requires high level competencies on the part of the employees to succeed. In view of the above, nations such as the U.S, department of labour has posted the first ever food and beverage service competency model which officially involve codifying the skills learned at each level of a restaurant industry career. The industry service competency model profiles. the employability and technical skills essential to achieving life- long career success in the industry are all crucial in the development of competency profile of an organization. It is now represented as part of U.S Department of Labour Employment and Training Administration's Industry Competency Model Initiative (NRAEF, 2017).

The competency model is composed of the following tiers:

Tier 1: Personal effectiveness competencies

Tier 2: Academic competencies.

Tier 3: Workplace competencies

Tier 4: Industry wide competencies

Tier 5: Industry sector competencies

Tier 6-8: Occupation-sector requirements

Tier 9: Management competencies

These competencies are supposed to be ensured in any staff prior to the employment at least to a great extent. The essence of ensuring that the existing or incoming staff of any organization is ascertained is that it enables the organization to have idea in advance the competency level of the incoming employees. In this period of recession in Nigeria, there is a dire need to design strategies that would make Nigeria a manufacturing organization especially in Food and Beverage sub-sector competitive and sustainable. The concept of sustainability has its background in the concepts of effectiveness and efficiency. This was backed up by Agbionu, Ogadi and Agbasi (2014) when they stated that effectiveness and efficiency are core in the determination of the performance of organizations. This paper therefore aims at designing a competitive model that would be used by food and beverage firms for survival in this recessionary period.

## **II. THE PROBLEM**

The issue of the competency of already employed workers in organizations has globally continued to generate unresolved debates between the employers and employees. Employers have continued to monitor and control the competences of employees through adequate attendance registers, duty rosters, movement registers at regular on the spot supervisions, at daily, weekly and monthly intervals while the overall competency levels have been measured and ascertained either quarterly and annually by organizations through the use of Appraisal Forms (AF). Majority of employees have been found wanting through some of these means while few have been seen to have been performing within acceptable standards. Some employees that have been found wanting have been disciplined according to the policies of the organizations while those that have been found to have been doing well have also been duly rewarded. Conflicts arise when the disciplined employees complain of unfair treatment from their employers while the employers maintain that those employees have actually not performed well. The exact point of disagreement may lie in the instruments used to monitor the performance, appropriateness, fairness and the adequacy of the punitive disciplinary measures passed on the workers. The point of disagreement lies also on the question of how competent is a particular worker over another especially as declared by the organizational reward system.

The above problem has remained unresolved because once workers are already employed; it becomes very difficult to handle cases of persistent poor performance. of employees. Some organizations resort to hire and fire which is not too healthy for organizations especially in the areas of the cost of hiring employees financially and otherwise. To positively and proactively deal with the above problem, the present study intends to build a framework which will serve as a model for ascertaining the level of competency of employees prior to employment. This the study proposes as a way out of this disturbing trend in manufacturing industries in Nigeria especially the Food and Beverage Firms in Enugu State.

## **III. THE OBJECTIVES**

The main objectives of the study are to build a model which will serve as a model for ascertaining the level of competency of employees prior to employment and to ascertain the relationship if any exist between the competency of employees before hiring and their eventual performance in the work place.

The specific objectives are;

- a. To build a model of competency management prior to employment,
- b. To determine the influence of behavioral competencies on the customer loyalty of the organizations under study.
- c. To ascertain the influence of technical competencies on the quality of products of the organizations.

#### **IV. RESEARCH QUESTIONS**

The basic questions which the study seek answers to are;

- a. Is competency model relevant to organizations prior to employment process.
- b. What is the extent of influence of behavioral skills on the customer loyalty of the organization?
- c. To what extent have technical skills influenced the quality of products of the organization

#### **V. RESEARCH HYPOTHESES**

The study formulated and tested the following hypotheses.

- a. There is a significant influence of behavioral skills on the customer loyalty of the organization.
- b. There is a significant influence of technical skills on the quality of products of the organization.

#### **VI. OPERATIONALIZATION OF VARIABLES**

The major variables of the study were to operationalize with behavioral skills, technical skills and vocational skills as the independent variable of the specific objectives while the major dependent variable were operationalized using customer loyalty, quality of the products and efficiency of the employees.

#### **VII. RELATED LITERATURES**

**Concept of Competency** : The concept of employee competencies have tried and will continue to generate debates on what constitutes employee competencies how are employee competencies determined, who determines the competencies and issues bordering on how to determine the fact that one employee is more competent than the other. Experts in the literature believe that the concept of competency presents the language of performance. In other words, they believed that competent employees are high performing employees. In other words high level of competency has direct relationship with high level performance. Competency has been described as a process used to articulate both the expected outcomes from an individual's efforts and the manner in which these activities are carried out. In other words, competencies are expected to be a general standard for measuring the performance of employees in a common platform. In view of the above, competencies provides common and universally understood means of describing expected performance in many different context (Rankin,2002). It is commonly understood and universally applied nature of competency for measuring expected outcomes in the area of performance that gives it an edge over other means of measuring expected outcome of performance. In the area of human resource, competency is primarily based on the concept of behavioral and technical competencies as Armstrong (2009) but according to him, some areas include vocational competencies but for the sake of this study, we are more concerned with behavioral and technical competencies. While behavioral competencies deals with behavioral expectations of the employees, technical competencies define what people have to know (knowledge and skills) to be able to carry out their roles effectively (Armstrong 2009).

Behavioral expectations means the type of behavior required to deliver results under such headings as team work, communication, leadership and decision making; Armstrong opines. He continued to state that behavioral expectations are sometimes referred to as "soft skill". Technical competencies on their part are related to either generic roles (groups of similar roles) or to individual roles (role specific competencies). Technical competencies are not usually part of a behavioral-based competency frame work although of course the two are closely linked when considering and assessing role demands and requirements. It is very pertinent to compare the term competence and competency. While competency is related to behaviors, competence according to Woodruff (1990) is a work-related concept which refers to areas of work at which the person is competent. Competent people at work are those who meet their expectations. Competences are sometimes known as "hard skills". Technical competencies and competence are closely related, although the latter has a particular and more limited meaning when applied to NVQs/NVQs National and Scottish National Vocational qualification

**Importance of the Application of Competency in an Organization** : Many reasons have been advocated by renowned authors of management books and experts in management theoretical and in practice on the usefulness of competency in organizations. These reasons revolve around finding the best competencies in applicants prior to employment process. Although some management experts especially those in favor of the line organization structure as the best option even for functional organizations that once an individual attains a

given level of academic pursuit irrespective of his area of concentration, he can handle any given job in any given areas provided he has been exposed to induction training in that special areas after employment,

it is a very bad practice to employ a person in an area of specialization he or she did not train on because it is difficult for anybody to give what he or she does not have. In view of the above and more it becomes highly imperative that organizations engage in ascertaining the competency levels of their employees prior to employment.

**Competency Framework :** A competency frame work is a frame work that contains definitions of the behavioral competencies used in the whole or part of an organization. It is a frame work that provides the basis for the use of competencies in such areas as recruitment, performance management, learning and development and reward (Armstrong, 2009). The same record revealed that a survey of competency and emotional intelligence (2006/2007) established that the 49 frame work reviewed had a total of 553 competency headings. The same record presumes that many of these overlapped. The typical number of competencies was seven, rising to eight where the frame work apply solely to managers.

The contents of competency frameworks with the most popular headings the way Armstrong (2009) put it are as follows: Team orientation, communication, people management, customer focus results orientation, problem solving planning and organizing, technical skills, leadership. These different headings are supposed to be expanded so that the different aspects of each part will be included. A good and effective competency framework is expected to contain at least all the above parts. The coverage of relevant competencies is also very vital here. Rankin, (2002) stated that a good coverage of competencies are supposed to be in this form – 22 percent covered the whole work force, 48 per cent confined competencies to specific work groups, functions, or departments, 20 per cent have a core competency framework that covers all staff in respect of behavioral competencies, alongside sets of technical competencies in function/departments.

**How to Develop a Competency Framework :** There is no hard and fast rule as to the best way to go about developing a good competency framework. Any organization can approach it from any angle it likes but the most important thing is that all the relevant aspects must be covered and the rule of natural order of things must be observed. However, these are the guidelines as presented by Armstrong (2009).

- a. Decide on the purpose of the framework and the human resource (HR) process for which it will be used.
  - b. Make out a business case for its development, setting out the benefits.
  - c. Prepare a project plan that includes an assessment of the resources required and the costs. Involve line managers and employees in the design of the framework
  - d. Communicate the objectives of the exercise to the staff
  - e. Draw up a list of the core competencies of the business
  - f. Define the competencies for inclusion in a competency framework
  - g. Test and finalize and communicate framework
- Though the above is the case, Armstrong (2009) however presented key to success in using competencies in organizations.
- a. Frameworks should not be over-complex
  - b. There should not be too many heading in a framework – seven or eight will often be enough
  - c. The language used should be clear and free from known or unknown jargon free
  - d. Competencies must be selected and defined in ways that ensure that they can be assessed by managers. The use of behavioral indicators is helpful
  - e. Frameworks should be regularly updated.

A typical example of competency definition illustrated with indicators in a housing association as illustrated by Armstrong (2009) will buttress my claims.

Competency heading	Summary definition	% used
Team Orientation	The ability to work cooperatively and flexibly with other members of the team with a full understanding of the of the role to be played	86
Communication	The ability to communicate clearly and persuasively, Orally or in writing.	73

People Management	The ability to manage and develop people and gain their trust and cooperation to achieve result.	67
Customer Focus	The exercise of unceasing care in looking after the Interest of the external and internal customers to Ensure that their wants, needs and expectations are met or exceeded.	65
Result Orientation	The desire to get things done well and the ability to To set and meet challenging goals, create own measures of excellence and constantly seek ways of improving performance.	59
Problem Solving	The capacity to analyze situations, diagnose problems, Identify the keys issues, establish and evaluate Alternative course of action and produce a logical, Practical and acceptable solution.	57
Planning and Organizing	The ability to decide on course of action, ensuring that the resources required to implement the action will be Available and scheduling the programme of work Required to achieve a defined end result.	51
Technical Skills	Possession of the knowledge, understanding and Expertise required to carry out the work effectively	49
Leadership	The capacity to inspire individuals to give of their Best to achieve a desired result and to maintain effective relationship with individuals and team as a whole.	43
Business Awareness	The capacity continually to identify and explore Business opportunities, understand the business need And priorities of the organisation and constantly to seek method of ensuring that the organisation become more business-like.	37
Decision making	The capacity to make sound and practical decisions that deal effectively with the issue and are based on thorough analysis and diagnosis.	37
Change orientation	the ability to manage and accept change.	33
Developing Others	The desire and capacity to foster the development of His or her team providing feedback, support or encouragement and coaching	33
Influence and Persuasion	The ability to convince others to agree on or to take a course of action	33
Initiative	The capacity to take action independently and assume responsibility for one's actions	29
Interpersonal Skills	The ability to create and maintain open and constructive relationships with others, to respond helpfully to their requests and to be sensitive to their needs	29
Strategic orientation	The capacity to take a long term and visionary view of the direction to be followed in future	29

Creativity	The ability to originate new practices, concepts and ideas.	26
Information Management	The capacity to originate and use information effectively	26
Quality Focus	The focus to delivering quality and continuous improvement	24
Self confidence and assertiveness	Belief in oneself and standing up for one's own rights	24
Self-development	Managing one's own learning and development	22
	Managing resources, people. Programmes and projects	20

Source: Armstrong 2009

The above shows how competency of applicants can be ascertained prior to employment, The areas of attention and the values attached to them in the order of importance and clear indicators that without a good competency framework at hand, any organization venturing into employment contract would be coming out with baseless and unreliable employees whose competencies the organization cannot vouch for.

**Theoretical Background of the Study :** Theoretically, the determination of the competencies of employees originated from McClelland in 1973. He opined that the competencies in the behavior of an employee need to be ascertained prior to employment. His study revealed that employees with level behavioral competencies performed better than those with low behavioral competencies. McClelland recommended the use of criterion-referenced assessment. Criterion referencing or validation according to him is the process of analyzing the key aspect of behavior that differentiates between effective and less effective performance, he concluded. In addition to the views expressed by McClelland, the theory of competitive advantage plays a major role in this study. Michael Porter in 1980 conducted a study where he explains how firms gain competitive edge over their competitors by employing efficient use of their unique capabilities into action. To support him, Thatte (2007) argues that competitive advantage comprises of distinctive competitive (unique capabilities) that sets an organization apart from competitors, thus giving them an edge in the market place. Competitive advantage is a strategic advantage a firm gains over other competitors by providing customers with excellent and quality services in a flexible, quick, convenient, reliable and efficient manner.

This is the crux of effective modeling of competency as proposed and engaged in by the study. Flexibility in production and service, quickness in concepts, convenience, reliability and efficiency are all the emphasis of effective competency management and that is what the present study advocates. Both McClelland and Porter were concerned not just on the process of employing workers but on the fact that the workers to be employed must be the ones that will be competent enough to guarantee the achievement of the mission as well as the vision of the organization both in the near future.

**Empirical Review of the Study:** Some studies have been conducted in the past around the concepts and constructs of the study and results got, findings emerged and decisions taken around similar problems in several environments. Some of those studies include: In a study by Nada and Ibrahim (2014) on core competences and organizational performance as a critical issue in Iraqi Private Banking Sector, The study which used 200 managers as respondents used correlation coefficient and found that there is a significant correlation among core competences and organizational performance. In another study by Kim (2012), on the relationship between distinctive capabilities and the performance of small and medium enterprises in Malaysia the result of the study revealed that there is a significant relationship between distinctive capabilities and the performance of SMEs.

Zaim and Onal (2013) conducted a study on the effects of individual competencies on performance of service industries in Turkey. The result of the survey using structured questionnaire and Exploratory Factor Analysis shows that there is a significant positive relationship between competencies and individual performance Boyatzis conducted a research that established that there was no single factor but a range of factors that differentiated successful from less successful performance. These factors according to him includes; personal qualities, motives, Experience and behavioral characteristics. This view prompted him as Amstrong (2009) put it to define competency as a capacity that exists in a person that leads to behavior that meets the job demands within the parameters of the organizational environment and that in turn, brings about desired goals and this has been adopted as the working definition for the study.

**Modeling Competency Frame Works for Food and Beverage Firms in Enugu State.** So far competencies, types, frameworks,, illustrations and coverage have been discussed in details in this study.

This section deals with modeling of competency frame work in Food and Beverage firms in Enugu State. This section was handled bearing in mind the specific environment of the study, needs of the environment, organizations, customers and employees as well as the ever changing and challenging business environment of the industry as well as the sensitive nature of the industry applying the (NRAEF,2017) model. The specific model as adapted from the literature and adopted for this specific purpose is as follows:

**Tier 1: Personal Effectiveness Competencies :** Here the concern is on what personal traits both (inherited and acquired) that makes the employees competent in the performance of their jobs. Areas such considered here include but not limited to such specific attributes as:

Personality of the employees  
Communication skills of the employees  
Approachability of the employees  
Moral standing of the employees  
Emotional Stability of the employees etc

**Tier 2: Academic Competencies :** Here the possession of general knowledge and skills as well as the specialized knowledge of the employees in the specific area of specialization or general possession of basic general certificate for general performance are considered and ascertained. Relevant areas include the following but not limited to them:

Level of qualification ( B.Sc., M Sc, P hD)  
Area of qualification (specialization)  
Specific technical competencies achieved  
Grade of the qualification (1<sup>st</sup> class, 2<sup>nd</sup> class lower, 3<sup>rd</sup> class, pass, fail)  
Any academic award of excellence in any area

**Tier 3: Workplace Competencies :** In this section, the management experts seek information on those competencies which the employee is expected to display at the work place. Such areas include;

Ability to adapt to specific environmental requirement of the job  
Ability to respond positively to the basic demands of the job  
Ability to meet up with the time schedules for the job  
Ability to respond to other specific demands of the job

**Tier 4: Industry Wide Competencies :** In this case, the employee is expected to be tested on issues and competencies bordering on the requirement of the industry on a wide basis. Information required in this case includes;

General industrial competencies  
General attitude in the industry  
General comportment before and during operation  
Other related competencies that the particular industry demands especially at the workplace to be able to perform the expected job with little or no supervision and stress.

Workplace competencies deal with the practical demands of the job. It is the practical which was given foundation by the theory as displaced in Tier 3 above. It is used to confirm the employees' mastery of the academic theories learnt at school. There is usually a need to ensure the mastery of this skill prior to employment especially in areas where provisions are not made for apprenticeship training on the job.

**Tier 5: Industry-Sector Competencies :** These are the competencies that are required at the industry and sector levels. Different industries \ sectors require specific attributes and qualities. The intending employees must possess to a reasonable extent these competencies to be able to cope in such industries or sectors. For instance, the Food and Beverage Industry require specific competencies from any employee it intends to employ. Such competencies include but not limited to:

High level practical skill competencies to meet up with the demands of the customers  
High level penmanship ability which enables the employee to take reliable decisions fast and put such skills into practice

High level of resourcefulness to be able to use the available materials to achieve the desired objective even when it is obvious that the material is deficient in quantity and quality

High level ability to forecast current trends in the industry so as to adopt the most current technological skills to achieve optimum performance

Possession of high level competitive ability which the employee needs to apply to avoid being thrown out of the market by the forces of demand and supply

**Tier 6-8 Occupational-Specific Requirements :** Here the specific demands of particular occupations are emphasized and looked after. For instance, the competencies required to be a lecturer in the higher institutions are not the same competencies required to be engineers in practice. In this tier the Human Resource Manager or his representative or even individual consultants in the area of human resource seeks competencies in the particular occupation and not general competencies. Again, doctors require different competencies from lawyers. The specific areas of interest in this case are:

Specific academic qualifications in this specialized area

Specific technical competencies required to perform in this special area

Specific moral competencies in line with the code of conduct of that particular occupation

Specific personal attributes in terms of cleanliness, personal comportment, general display of skills in each occupation.

**Tier 9: Management Competencies :** To work as a manager in any endeavor demands that the person to assume such position are expected to possess to a large extent some basic if not all the competencies to perform creditably as a manager. Although management seems to be an area where there is absolute free entry and exit but in the real sense of it, it is not. Management is pervasive and universal but that does not make it an area where everybody can dabble into anyhow. It has its codes of conduct, principles; theories that enable it solve its problem. Just like any other profession, those that are not experts in management are not supposed to handle management issues or else, there would be a lot of problems of mismanagement which is suicidal and fatal,

**Organizational performance :** Though the concept of performance has gained prominence in management and organizational studies, the term seems not to have a consensus among experts. Greenberg (2011) sees performance as a set of financial and nonfinancial indicators which offers information on the degree of achievement of objectives and results.

Therefore performance can be viewed from financial angle or output which is quantitative in nature and nonfinancial which is qualitative or perceptual. Qualitative and perceptual organizational performance can be viewed in customer's loyalty, quality of products and employees efficiency.

**Customer loyalty :** Customer loyalty is both attitudinal and behavioral tendency to favor one brand over all others, as a result of satisfaction with the product or service, its convenience or performance or simply familiarity and comfort with the brand.

Ricardo (2001), customer loyalty can be said to have occurred if people choose to use a particular organizational product rather than use other organizational products. So customers exhibit customer loyalty when they consistently purchase a certain product or brand over an extended period of time.

**Product Quality :** Quality is defined as the ability of a product or service to consistently meet or exceed the customer requirements or expectations. Different customers will have different expectations. So a working definition is customer dependent. When we discuss quality, one must consider design, production, and service. Crosby (2015), quality is the degree to which a specific product conforms to design or specification.

**Employee Efficiency :** Employee efficiency is a complex measureable parameter which characterizes an output produced by efforts and by achievements of an employee. Bernard (2014) asserted that employee efficiency answers these questions.

Is the employee useful to the organisation ie Dose he produce more value than he consumes?

How useful is this employee ie what is the worth of the value the employee produces exactly?

## **VIII. RESEARCH METHODS**

**Research Design:** The study adopted descriptive research design to describe the relevant issues bordering on the qualities of the data collected. It also adopted triangulation method whereby both qualitative and quantitative methods were combined to give meaning to the collected.

**Population of the Study :** Selected manufacturing industries in Enugu urban took part in the study. The study made use of the management cadre who are in position to answer the issues raised by the questionnaire. A total of 286 Executive Officers in the Food and Beverage Industries in Enugu urban participated in the study.

**Determination of the Sample Size :** Total enumeration method was adopted since the population is not much.

**Sources of Data Collection :** Relevant data were collected from both primary and secondary sources to give the study the credence it deserves.

**Instrument for Data Collection :** The major instrument used in collecting primary data is the questionnaire. The structured questionnaire comprised of two sections. Section A deals with issues bordering on the bio data of the respondents while section B deals with issues bordering on the main data for the study’

**Validity and Reliability of the Instrument :** The instrument was adequately validated in the areas of the content, face and construct components while the reliability was ensured using the test and re-test method. 35 copies of the questionnaire representing 12 percent of the total number of the questionnaire were distributed for the respondents within the space of one week. Below is the table showing the figures and the reliability figures obtained..

**Table 2 Reliability of Test Result**

Options	Pre-test	Re-test	Difference (d)	d2
Strongly Agree	34	33	1	1
Agree	32	34	-2	4
Neutral	34	30	4	16
Disagree	21	27	-6	36
Strongly Disagree	11	18	-7	49
<b>Total</b>				<b>106</b>

Source: Field Survey, 2017

r1=1—  
 r1=1---  
 r1=1---  
 r1=1---  
 r1=1---  
 r1=1---  
 r1=1---0.0022  
 r1=0.9

When the reliability of the instrument was tested using correlation analysis, 0.9 was got. This implies that the instrument was reliable since the reliability coefficient is highly positive.

**Questionnaire Distribution and Return**

**Table 3 Questionnaire distributed and returned**

S/NO	Questionnaire administered	Number of Respondents (F)	Percentage of Respondents (%)
1	Returned	269	94
2	Unreturned	17	6
	<b>Total</b>	<b>286</b>	<b>100</b>

A total of 269 questionnaires was returned at 94% and 17 questionnaires was not returned at 6%. The table shows that there is a high response on the questionnaires as seen in the ones returned, this means that there will be high reliability. Hence the total number of both returned and unreturned questionnaires is 287 at 100%.

**Data Analysis of the Study :** The data collected on the personal information relating to the respondents were collected and analyzed as follows:

**Table 4.2 Gender of Respondents**

S/NO	Gender	Frequency	Percentage (%)
1	Male	172	64
2	Female	97	36
	<b>Total</b>	<b>269</b>	<b>100</b>

Here the number of male respondents is 172 at 64 % and the number of female respondents is 97 at 36%. Therefore, the total number of both male and female respondents is 269. This implies that we have more males in the study than females and this is expected to influence the results of the study either positively or negatively.

**Table 4.3: Age of the Respondents**

S/NO	Age	Frequency	Percentage (%)
1	Below 25	73	28
2	26-45	112	42
3	Above 45	81	30
	<b>Total</b>	<b>269</b>	<b>100</b>

The respondents who are below 25 years are 73 at 28%, while those between 26-45 years are 112 at 42% and those above 45 years are 81 at 30% thus the total number of their age frequency is 269. Majority of the respondents are within the working age and this is expected to have positive influence on the study because people who are younger tend to work harder than those that are older.

**Table 4.4 Marital Status of the Respondents**

S/NO	Marital Status	Frequency	Percentage (%)
1	Single	66	25
2	Married	175	65
3	Others	28	10
	<b>Total</b>	<b>269</b>	<b>100</b>

In considering the respondent's marital status, 66 of the respondents are single, 175 of them are married while 28 respondents did not identify themselves as either married or single. The total frequency is 269. The respondents that are married are more in number and so it is expected that majority of the respondents are responsible and would give valid responses

**Table 4.5 Educational Qualification of the Respondents**

S/NO	Qualification	Frequency	Percentage (%)
1	O' level	20	7
2	OND/NCE	51	19
3	B.Sc/HND	118	44
4	M.Sc and above	80	30
	<b>Total</b>	<b>269</b>	<b>100</b>

The respondents who have O'level is 20 at 7%, those who work with either OND or NCE are 51 at 19% and those who work with either B.Sc. or HND are 118 at 44% while those with M.Sc. and above are 80 at 30%. Hence, the total frequency is 269. Majority of the executives are highly qualified academically. Even the other respondents all possess academic qualifications to make give sound responses.

**Table 4.6 Years of Experience of the Respondents**

S/NO	Years of Experience	Frequency	Percentage (%)
1	Below 10	91	34
2	11-20	106	39
3	21 and above	72	27
	<b>Total</b>	<b>269</b>	<b>100</b>

From the respondent's experience, it was noticed that respondents who are below 10 at 91% responded, those between 11years and 20years who responded are 106 at 39% while those who have 21 years and above experience that responded are 72 at 27% and the total is 269. The above table shows that people that highly experienced are more in number than those that are less experienced and as a result, the information to be received from them are likely to be highly reliable.

**Testing the Hypotheses of the Study :** The hypotheses of the study were tested using chi-square statistic using Statistical Package for Social Sciences (Version 20) and the results are seen below:

**Table 4.7 Relationship between Behavioral Competence (BC) and Customer Loyalty( CL)**

S/NO	Options	Frequency (F)	Percentage (%)
1	Positive	228	85
2	Negative	41	15
	<b>Total</b>	<b>269</b>	<b>100</b>

The relationship between BC and CL is noted at the above table where 228 respondents at 85% are positive while 41 at 15% are negative. Hence, the total is 269. This shows that there is high relationship between BC and CL.

**Table 4.8: The relationship between Technical Competence (TC) and Quality of Products (QP)**

S/NO	Option	Frequency (F)	Percentage (%)
1	Positive	20	7
2	Negative	249	93
	<b>Total</b>	<b>269</b>	<b>100</b>

This table shows the effects of TC and QP where 20 respondents at 7% see it as positive while 249 at 93% see it as negative. Therefore there is very high negative effect of TC on QP.

**Table 4.10: Influence of BC ON CL**

S/NO	Options	Frequency	Percentage (%)
1	Positive	28	10
2	Negative	241	90
	<b>Total</b>	<b>269</b>	<b>100</b>

The table above shows the influence of BC on CL, where 28 respondents at 10% see it to be positive while 241 respondents at 90% see it as negative. There fore there is a negative impact of BC on CL

**Table 4.11a: Contingency Table/Analysis for Hypothesis one**

Experience	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Below 10	17	41	23	10	<b>91</b>
<b>11-20</b>	30	57	13	6	<b>106</b>
<b>21 &amp; Above</b>	22	43	5	2	<b>72</b>
<b>Total</b>	<b>69</b>	<b>141</b>	<b>41</b>	<b>18</b>	<b>269</b>

Source: Field Survey, 2017

Note: Expected Frequency (E<sub>1</sub>) =

**Table 4.11b: Chi Square Table for Hypothesis one**

O <sub>1</sub>	E <sub>1</sub>	O <sub>1</sub> -E <sub>1</sub>	(O <sub>1</sub> -E <sub>1</sub> ) <sup>2</sup>	(O <sub>1</sub> -E <sub>1</sub> ) <sup>2</sup> /E <sub>1</sub>
17	23.34	-6.34	40.1956	1.7222
41	47.70	-6.7	44.89	0.9411
23	13.87	9.13	83.3569	6.0099
10	6.09	3.91	15.2881	2.5104
30	27.19	2.81	7.8961	0.2904
57	55.56	1.44	2.0736	0.0373
13	16.16	-3.16	9.9856	0.6179
6	7.09	-1.09	1.1881	0.1676
22	18.47	3.53	12.4609	0.6747
43	37.74	5.26	27.6676	0.7331
5	10.97	-5.97	35.6409	3.2489
2	4.82	-2.82	7.9524	1.6499
<b>269</b>	<b>269</b>			<b>18.6033</b>

Source: Field Survey, 2017

The above table is the table showing the results of the observed frequencies, the expected frequencies, the difference between the two. The essence of the table is to ascertain whether the suspected relationship between the independent and dependent variables actually exist and if it exist at what extent does it exist. The result above shows that the relationship is significantly positive and recommendable.

**Table 4.11a: Contingency Table/Analysis for Hypothesis two**

<b>Experience</b>	<b>Highly Effective</b>	<b>Effective</b>	<b>Fairly Effective</b>	<b>Ineffective</b>	<b>Total</b>
Below 10	17	34	27	13	<b>91</b>
<b>11-20</b>	19	61	18	8	<b>106</b>
<b>21 &amp; Above</b>	24	36	11	1	<b>72</b>
<b>Total</b>	<b>60</b>	<b>131</b>	<b>56</b>	<b>22</b>	<b>269</b>

Source: Field Survey, 2017

Note; Expected Frequency (E<sub>2</sub>) =

**Table 4.11b: Chi Square Table for Hypothesis two**

<b>O<sub>2</sub></b>	<b>E<sub>2</sub></b>	<b>O<sub>2</sub>-E<sub>2</sub></b>	<b>(O<sub>2</sub>-E<sub>2</sub>)<sup>2</sup></b>	<b>(O<sub>2</sub>-E<sub>2</sub>)<sup>2</sup>/E<sub>2</sub></b>
17	20.30	-3.3	10.89	0.5365
34	44.32	-10.32	106.5024	2.4030
27	18.94	8.06	64.9636	3.4300
13	7.44	5.56	30.9136	4.1551
19	23.64	-4.64	21.5296	0.9107
61	51.62	9.38	87.9844	1.7045
18	22.07	-4.07	16.5649	0.7545
8	8.67	-1.67	0.4489	0.0518
24	16.06	7.94	63.0436	3.9255
36	35.06	0.94	0.8836	0.0252
11	14.99	-3.99	15.9201	1.0620
1	5.89	-4.89	23.9121	4.0598
<b>26</b>	<b>269</b>			<b>23.0146</b>

Source: Field Survey, 2017.

The above table is the table showing the results of the observed frequencies, the expected frequencies, the difference between the two. The essence of the table is to ascertain whether the suspected relationship between the independent and dependent variables actually exist and if it exists at what extent does it exist. The result above shows that the relationship is significantly positive and recommendable.

### IX. RESULTS AND DISCUSSION OF FINDINGS

The results of the test of hypotheses one and hypotheses two shows that the relationship between the two independent and dependent variables of the study. The results are positive and significant showing that the relationships are recommendable and encouraging. The first independent variable of the study is behavioral competency while its dependent variable is customer loyalty. Behavior is a very important variable when the concept of competency is concerned. Behavior is attitudinal and a saying goes thus: ‘Attitude is everything’. The author describes that whatever one does depends on the type of attitude the person possesses. This is in line with what psychologists believed from many of their studies that human beings act according to their behavior. For instance, in the classroom, there are basically two types of behaviors exhibited by students. One is the extrovert and the other is the introvert. The extrovert exhibits the extrovert’s behavior while the introvert exhibits the introvert’s behavior. In another environment especially in the organizations, the two major behaviors also come to play. Extrovert employees tend to mix more freely with customers than the introverts. The managers are therefore advised to realize this fact and provide each of the two major behaviors and even

minor ones opportunity where they will make use of their behaviors to encourage and handle positively the customers so as to increase organizational loyalty. This has been found by the present study and it is in line with many studies in the literature. The second independent variable- technical competence (TC) and Quality of Products (QP) have also found to be significantly related to each other positively. Technical competency ordinarily is indispensable in the performance of employees especially in the area of the quality of products. A saying goes that ‘Nobody gives what he does not have’. In other words, it implies that one cannot be talking of quality of products when he does not have the required technical competence. For instance, in a factory where cars are produced, the organization is expected to employ those that possess the required technical competences that are vital in such organizations. In organizations where technical competence is given a priority especially before employment, such organizations produce high quality products but the opposite is the case where the organization employs workers for the fun of it without firstly ensuring that such workers are technically competent. The implication of this trend to the managers is to ensure that they ensure that intending workers are technically competent through a structured questionnaire and practical performance to ensure that they will be the right people for the jobs.

## **X. CONCLUSION**

This paper identifies the fact that competences are vital for performance in organizations but unfortunately many organizations especially in the private sectors ignore this issue possibly due to ignorance or absolute neglect due to the involvements financially, managerially and materially. This has been seen as a major problem in developing nations where Nigeria belongs. This is because private organizations constitute a great percentage in the economic development of nations. In view of this much needed contribution of the private sector in the growth and development of the Nigerian economy especially in this technical recession period, this paper critically evaluated the extent at which competency is managed in the private sectors of the Nigerian economy with emphasis on the food and beverage firms in Enugu. The result revealed that significant relationships exist among the investigated variables and as such the management of the firms needs to ensure that the independent variables are adequately managed so that the needed regular improvement in the dependent variable will be assured and sustained.

### **Recommendations**

Based on the conclusions drawn above, the following recommendations become imperative.

- a. That the management of private organizations especially in the food and beverage firms of Enugu State needed to be conscious of the fact that their subsector is a sensitive one and as such should exercise caution when employing workers in their organizations.
- b. That they should achieve the above aim by making sure that they apply competency modeling before and during the process of employment of the workers
- c. That behavioral competencies closely influence customer loyalty positively and as such they need to make sure that they employ the workers that possess the needed behavioral competencies.
- d. That technical competency significantly and positively influenced the quality of products of the food and beverage firms in Enugu State and as such the management of such organizations needs to stimulate processes that will make sure that technical competencies are always assured prior to employment and selection process so that the workers with the right competencies would be employed. This is because the results of the study show that technical competencies influenced positively the quality of the products of such organizations.

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