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Impact of Training and Development Outcomes on Employees' Performance in Brewery Companies in Southwest, Nigeria

Adekunle O. Abiodun*¹, Odebunmi Abayomi T. (Ph. D)¹ and Alabi Kehinde A.²

¹ Department of Business Administration and Management, Osun State Polytechnic, Iree,

² Department of General Studies, Osun State Polytechnic, Iree

Abstract— Employee performance is a critical determinant of organizational success, particularly in the brewery industry, where efficiency, quality control, and innovation are essential for maintaining competitiveness. This research investigates the impact of training and development on employee performance within the brewery sector in South-West Nigeria, focusing on how specific job-related knowledge, skill sets, and attitudes contribute to enhanced performance outcomes. This research combines quantitative data from structured survey questionnaires with qualitative insights from semi-structured interviews conducted with employees and key personnel across selected brewery companies in the region utilizing a mixed-methods approach. A stratified random sampling technique was employed to ensure representativeness, resulting in a comprehensive analysis of the factors influencing employee performance. The findings reveal a significant positive relationship between well-structured training programs and improved employee performance metrics, such as productivity, job satisfaction, and innovation. The study highlights that employee-specific job-related knowledge, skills, and attitudes, cultivated through training, are crucial for achieving high performance standards in the brewery industry. Moreover, the research demonstrates that organizational culture plays a moderating role, where a supportive learning environment enhances the effectiveness of training outcomes. The study contributes to the existing literature by providing empirical evidence on the direct and indirect effects of training and development on employee performance within the context of the Nigerian brewery sector. It shows the importance of aligning training programs with both organizational cultures to maximize their impact. The research offers practical recommendations for brewery companies to refine their human resource practices, ensuring that training initiatives are effectively tailored to the specific needs and goals of the organization. This study provides a robust framework for enhancing employee performance, supporting the growth and competitiveness of the brewery industry in South-West Nigeria.

Keywords: Brewery, Culture, Development, Employee, Performance, Training

1. INTRODUCTION

Employee performance is a critical determinant of organizational success, influencing productivity, innovation, and overall competitiveness. In today's globalized business environment, companies that invest in their workforce through structured training and development programs tend to outperform their peers (Fang et al.,

2024; Yao et al., 2024). This distinction is particularly evident between developed and developing economies, where disparities in industrial maturity, technological adoption, and human resource practices are prominent. In developed economies, extensive research has established that well-structured training initiatives significantly enhance employee performance by

equipping workers with the necessary skills and knowledge to navigate complex tasks (Bravo-Ortega et al., 2023; Kim et al., 2023). However, in developing nations like Nigeria, employee performance often suffers due to less systematic approaches to training and development (Tirno et al., 2023). In Nigeria, the brewery sector faces unique operational challenges that distinguish it from other industries. As one of the leading contributors to the national economy, the brewery industry must contend with fluctuating levels of employee performance, which are often tied to inconsistent investments in employee training and development (National Bureau of Statistics, n.d.). Previous research has emphasized the importance of employee performance in driving organizational success, yet few studies have focused on the specificities of the brewery industry within developing countries (Vincent, 2020). This gap is particularly significant given the sector's pivotal role in Nigeria's economy, where performance improvements could enhance productivity, reduce operational inefficiencies, and boost competitiveness in local and international markets. The theoretical foundation of this study draws from both Human capital theory and social learning theory. Human capital theory posits those investments in education and training lead to improved individual productivity and, by extension, organizational performance (Chen et al., 2023; Wang et al., 2024). This theory shows the importance of enhancing employee knowledge and skills through continuous development programs, particularly in technical industries such as brewing. Meanwhile, Social learning theory suggests that employees acquire behaviours and skills by observing others in the workplace, further emphasizing the role of training environments in shaping performance outcomes (Kim & Kim, 2024). Together, these theories provide a comprehensive framework for analyzing the effectiveness of training programs in improving employee performance within the brewery sector.

Despite the established link between training and employee performance in developed economies, research focusing on developing nations, particularly in the brewery industry, remains limited. Studies in similar contexts have highlighted the importance of aligning training programs with organizational culture to maximize their impact (Deji & Babarinde, 2023). However, much of the existing

literature on training and development tends to generalize across industries, failing to account for the unique challenges faced by specific sectors like brewing. For instance, studies have shown that job-related knowledge significantly enhances task efficiency and overall performance (Nguyen et al., 2023), but the brewery industry often lags in adopting advanced technologies compared to more high-tech sectors. This raises important questions about the relevance of these findings to the Nigerian brewery industry, where the adoption of new technologies and practices may be slower. Additionally, the acquisition of job-related skills through training is essential for maintaining operational efficiency and meeting industry standards in the brewery sector, yet there is limited research on how these skills are cultivated in a context where soft skills, such as teamwork and leadership, are also critical to organizational success (Arthur et al., 2003; Humphrey et al., 2007).

Attitudes also play a significant role in shaping employee performance. Studies have demonstrated that job satisfaction, organizational commitment, and positive workplace attitudes, fostered through training programs can significantly impact performance (Harter et al., 2002; Wushe & Shenje, 2019). However, few studies have examined how these attitudes vary across different cultural contexts, particularly in developing countries like Nigeria, where organizational culture and external economic conditions may moderate the impact of training programs.

This study seeks to bridge the gap in existing research by providing a comprehensive analysis of the impact of training and development on employee performance in Nigeria's brewery sector. While there is extensive literature on the relationship between training and performance in developed economies, less attention has been paid to how these relationships manifest in developing countries. By focusing on the brewery sector in South-West Nigeria, this study will offer valuable insights into how industry-specific challenges, organizational culture, and employee attitudes influence the effectiveness of training programs. The findings are expected to contribute to the refinement of human resource practices, helping brewery companies optimize their training initiatives to improve performance and maintain competitiveness.

II. RESEARCH QUESTIONS

The following research questions were formulated to guide the study:

1. How does job-related knowledge acquire through training influence employee performance in the brewery industry in South-West Nigeria?
2. What is the impact of job-related skills developed through training programs on the overall performance of employees in the brewery industry?
3. In what ways do job-related attitudes shaped by training programs affect employee performance in the brewery industry?

Research Hypotheses

Hypothesis 1 (H1): There is a significant positive relationship between job-related knowledge acquired through training and employee performance.

Hypothesis 2 (H2): There is a significant positive relationship between job-related skills developed through training and employee performance.

Hypothesis 3 (H3): There is a significant positive relationship between job-related attitudes shaped by training and employee performance.

III. LITERATURE REVIEW

Understanding the relationship between training and development and employee performance is essential for enhancing organizational effectiveness, particularly within specialized industries such as brewing. This literature review synthesizes existing research on the impact of training and development on employee performance,

emphasizing job-related knowledge, skills, and attitudes. It also explores the role of organizational culture as a moderating factor, specifically within the context of the brewery industry in developing economies like Nigeria. The review is structured around relevant theoretical frameworks, empirical studies, and identified gaps in the current literature.

Training and Development in the Brewery Industry

The brewery industry is characterized by its technical complexity and stringent quality control requirements, necessitating ongoing training and development to maintain operational efficiency and product excellence. Studies have shown that breweries investing in comprehensive training programs experience enhanced productivity, reduced error rates, and improved compliance with safety standards (Arthur et al., 2003; Alarcon, 2011). In Nigeria, the brewery sector plays a significant role in the national economy, making the optimization of employee performance through effective training crucial for sustaining growth and competitiveness (Aniuga & Ogba, 2021). However, while existing studies affirm the positive impact of training on performance, there is a lack of research specifically focused on the brewery industry in Nigeria. Most studies are conducted in developed economies, where access to advanced technologies and resources may not be directly comparable to the Nigerian context. This discrepancy highlights the need for localized research to tailor training programs effectively to the specific needs of Nigerian breweries.

Impact of Training on Job-Related Knowledge

Job-related knowledge encompasses the technical and procedural understanding necessary to perform specific tasks within the brewery industry. Nguyen et al. (2020) highlighted that knowledge sharing facilitated by training initiatives contributes to improved problem-solving capabilities and innovation. However, in the Nigerian context, where technological adoption may lag, structured training programs are essential for bridging knowledge gaps and fostering a knowledgeable workforce capable of driving industry advancements (Vincent, 2020). While existing studies affirm the positive impact of job-related knowledge on performance, there is a scarcity of research specifically addressing the unique challenges faced by Nigerian breweries. Most studies are conducted in developed economies, where access to advanced technologies and resources may not be directly comparable to the Nigerian context. This discrepancy calls for localized research to tailor training programs effectively to the specific needs of Nigerian breweries.

Impact of Training on Job-Related Skills

Job-related skills refer to the practical abilities required to execute specific tasks effectively. Research by Arthur et al. (2003) and Patrucco et al. (2021) emphasizes that skill development through training is directly linked to enhanced job performance and productivity. In the brewery sector, skills such as equipment operation, process management, and quality assurance are critical for maintaining high standards and achieving operational excellence. Studies in developing economies have demonstrated that investment in skill-based training not only improves individual performance but also contributes to organizational resilience and adaptability in the face of technological changes (Aniuga & Ogba, 2021; Deji & Babarinde, 2020). Although the positive relationship between skill development and performance is well-documented, there is limited exploration of the specific types of skills that are most critical in the Nigerian brewery context. Furthermore, the effectiveness of different training delivery methods (e.g., on-the-job training vs. formal classroom training) remains underexplored. Future research should investigate these aspects to provide more nuanced insights into optimizing skill development programs.

Impact of Training on Job-Related Attitudes

Beyond knowledge and skills, training programs also influence employees' attitudes towards their work and organization. Positive attitudes, including job satisfaction, organizational commitment, and motivation, have been linked to higher levels of performance and lower absenteeism (Harter et al., 2002; Judge et al., 2001). Judge et al. (2001) conducted a meta-analysis revealing that employees who perceive training as beneficial are more likely to exhibit enhanced commitment and engagement. In the brewery industry, fostering positive job-related attitudes through training can lead to a more motivated and cohesive workforce, ultimately driving better performance outcomes (Sajuyigbe et al., 2019). While the correlation between training and positive job-related attitudes is established, the causality and directionality of this relationship require further examination. Additionally, cultural factors specific to Nigeria may influence how training impacts attitudes, necessitating context-specific studies to validate these findings within the Nigerian brewery sector.

Organizational Culture as a Moderator

Organizational culture, defined as the shared values, beliefs, and norms within an organization, plays a crucial role in moderating the effectiveness of training programs. Deji and Babarinde (2020) argue that a supportive and learning-oriented culture enhances the impact of training by creating an environment conducive to knowledge application and continuous improvement. In Nigerian breweries, where cultural dynamics and economic conditions may vary, aligning training initiatives with the prevailing organizational culture is essential for maximizing their effectiveness (Sajuyigbe et al., 2019). Studies have shown that when training programs are culturally tailored and resonate with employees' values, the likelihood of positive performance outcomes increases significantly (Sajuyigbe et al., 2019). The moderating role of organizational culture is acknowledged in the literature; however, empirical studies specifically examining this relationship within the Nigerian brewery industry are limited. There is a need for research that explores how cultural nuances in Nigerian organizations influence the implementation and outcomes of training programs.

Theoretical Review

Human Capital Theory

Human Capital Theory, introduced by Becker (1964), posits that investments in employee education and training enhance individual productivity and, consequently, organizational performance. This theory underscores the importance of equipping employees with relevant knowledge and skills to perform their roles effectively. In the context of the brewery industry, where technical expertise and adherence to quality standards are paramount, Human Capital Theory provides a robust foundation for understanding how training initiatives can drive performance improvements (Becker, 1964; Schultz, 1961). However, while this theory effectively highlights the benefits of training, its application within developing economies like Nigeria may encounter challenges such as limited resources and varying educational backgrounds, necessitating tailored training approaches.

Social Learning Theory

Social Learning Theory, as articulated by Bandura (1977), emphasizes the role of observational learning, imitation, and modeling in acquiring new behaviors and skills. This theory suggests that

employees learn not only through formal training programs but also by observing and interacting with peers and mentors within the workplace. In the brewery sector, where teamwork and collaborative problem-solving are essential, Social Learning Theory highlights the significance of creating conducive learning environments that foster continuous skill acquisition and positive behavioral changes (Bandura, 1977). Despite its strengths, the theory may not fully account for the unique cultural and organizational dynamics present in Nigerian breweries, indicating a need for integrating cultural considerations into training programs.

Gaps in the Literature

Despite the extensive research on training and development in enhancing employee performance, several gaps persist, particularly concerning the brewery industry in developing countries like Nigeria. Most existing studies tend to generalize findings across various industries, overlooking the unique operational challenges and contextual factors inherent to brewing (Vincent, 2020). Additionally, there is limited empirical evidence on how specific training outcomes—knowledge, skills, and attitudes—interact with organizational culture to influence performance in the Nigerian brewery sector. Furthermore, the longitudinal effects of training on sustained performance and career development remain underexplored, presenting opportunities for future research to address these gaps (Olaosebikan, 2020). The identified gaps highlight the necessity for localized and industry-specific research to inform effective training and development strategies. Addressing these gaps can lead to more tailored and impactful training programs that consider the unique needs and challenges of the Nigerian brewery industry.

IV. METHODOLOGY

Research Design

This study employed a mixed-methods research design to comprehensively examine the impact of training and development on employee performance within the brewery industry in South-West Nigeria. This design integrates quantitative and qualitative approaches to capture both measurable outcomes and nuanced insights, providing a holistic understanding of the research problem (Creswell & Creswell, 2017). The mixed-methods approach was selected to enhance the validity and reliability of the study findings through triangulation, cross-verifying data from multiple sources (Tashakkori & Teddlie, 2010). This approach allowed for the integration of quantitative data with qualitative insights, ensuring findings that are both statistically significant and contextually rich. By combining numerical data with narrative accounts, the study provides a balanced view, addressing both the 'what' and the 'why' of training impacts.

Data Collection Methods

Structured survey questionnaires were administered to employees across various breweries in South-West Nigeria to collect quantitative data on their perceptions of training and development programs. The questionnaires, developed from a comprehensive literature review, included Likert-scale questions to measure job-related knowledge, skills, and attitudes. This approach enabled the objective measurement and statistical analysis of the relationships between training outcomes and employee performance metrics (Bryman, 2016). Semi-structured interviews were conducted with selected employees and key personnel, such as HR managers and training coordinators, to gather qualitative data. This method provided in-depth insights into how training programs influence employee attitudes and behaviours within the organizational context (Denzin & Lincoln, 2018). The interviews

enriched the quantitative findings by capturing detailed personal experiences and organizational culture dynamics that quantitative methods might overlook. To complement the surveys and interviews, company documents, including training manuals, performance records, and organizational policies, were analyzed. Document analysis helped corroborate information from other data sources, providing additional context and contributing to the triangulation of data (Bowen, 2009).

Population and Sampling

The study focused on employees from various breweries in South-West Nigeria, a region selected due to its significant concentration of breweries and substantial contribution to the Nigerian economy. The diverse population, encompassing different job roles and levels of experience, provided a robust sample for examining training and development impacts (Nwakaego & Orji, 2016). A stratified random sampling technique was employed to ensure representativeness. The population was stratified by brewery, and within each stratum, employees were randomly selected to participate, ensuring diversity in job roles and experiences (Kumar, 2019). The final sample size of 386 respondents was determined using Cochran's formula, adjusted for the finite population size to enhance robustness and account for potential non-responses.

Data Analysis Techniques

The quantitative data were analyzed using descriptive statistics, regression analysis, and robustness checks. Descriptive statistics provided an overview of respondents' perceptions, while regression analysis tested the hypotheses related to the impact of job-related knowledge, skills, and attitudes on employee performance (Field, 2017). Robustness checks, including alternative model specifications and sensitivity analysis, were conducted to ensure the reliability of the findings (Efron & Tibshirani, 1993). Qualitative data from interviews were analyzed using thematic analysis, a method effective for identifying, analyzing, and reporting patterns within data (Braun & Clarke, 2006). This analysis integrated qualitative insights with quantitative findings, offering a richer understanding of the research problem, particularly regarding employee attitudes and the effectiveness of training interventions. The integration of quantitative and qualitative data was critical for validating the findings and providing a comprehensive perspective on the impact of training and development. This approach ensured that the research results were both statistically robust and contextually insightful (Creswell & Plano Clark, 2018).

Ethical Considerations

The study adhered to strict ethical standards throughout the research process. Informed consent was obtained from all participants, and they were assured of confidentiality and anonymity regarding their responses. The research complied with ethical guidelines for conducting studies involving human participants, ensuring the protection of participants' rights and the ethical use of data (Resnik, 2018; Israel & Hay, 2006). These practices were essential for maintaining the integrity of the research and ensuring that the findings are credible and ethically sound.

V. RESULTS

This section presents the findings of the study examining the impact of training and development on employee performance within the brewery industry in South-West Nigeria. The results are based on both quantitative and qualitative data collected through structured

survey questionnaires and semi-structured interviews. This section provides a comprehensive overview, starting with the demographic profile of respondents, followed by hypothesis testing, and a detailed analysis of key variables such as job-related knowledge, skills, and attitudes, and their impact on overall employee performance. Additionally, robustness checks, sensitivity analysis, and a discussion of limitations are included. The integration of quantitative and qualitative findings offers a holistic understanding of the study's outcomes.

Demographic Profile of Respondents

Understanding the demographic characteristics of the respondents is crucial for contextualizing the study's findings and ensuring that the results reflect a broad spectrum of perspectives within the brewery industry. Table 1 summarizes the demographic profile of the respondents, including gender, age group, job role, and years of experience.

Table 1: Demographic Characteristics of Respondents

Variable	Frequency	Percentage (%)
Gender		
Male	225	58.3%
Female	161	41.7%
Age Group		
18-25 years	57	14.8%
26-35 years	161	41.7%
36-45 years	115	29.8%
46 years and above	53	13.7%
Job Role		
Technical Staff	205	53.1%
Administrative Staff	105	27.2%
Management	76	19.7%
Years of Experience		
Less than 5 years	132	34.2%
5-10 years	174	45.1%
More than 10 years	80	20.7%

The demographic data indicate diverse representation across different age groups, job roles, and levels of experience, with a balanced gender distribution. This diversity supports the generalizability of the study's findings across the broader brewery industry in the region.

Hypothesis Testing

The hypotheses were formulated to examine the relationship between training and development outcomes specifically job-related knowledge, skills, and attitudes and overall employee performance. Hypothesis testing was conducted to statistically validate these relationships.

Hypothesis 1 (H1): There is a significant positive relationship between job-related knowledge acquired through training and employee performance.

Hypothesis 2 (H2): There is a significant positive relationship between job-related skills developed through training and employee performance.

Hypothesis 3 (H3): There is a significant positive relationship between job-related attitudes shaped by training and employee performance.

Statistical Tests and Results

Regression analysis was employed to test these hypotheses. The results of the regression analysis are summarized in Table 2, showing the coefficients, standard errors, t-values, and p-values for each variable.

Table 2: Regression Analysis of Training and Development Outcomes on Employee Performance

Independent Variable	Coefficient	Standard Error	t-value	p-value
Job-Related Knowledge	0.36	0.08	4.500	0.001
Job-Related Skills	0.41	0.09	4.555	0.001
Job-Related Attitude	0.30	0.07	4.285	0.002
R ²	0.66			
Adjusted R ²	0.64			

Interpretation of Results:

Job-Related Knowledge: The positive coefficient of 0.36 with a p-value of 0.001 indicates a significant relationship between job-related knowledge and employee performance, supporting H1.

Job-Related Skills: The coefficient of 0.41, with a p-value of 0.001, shows a strong and significant relationship between job-related skills and employee performance, supporting H2.

Job-Related Attitude: The coefficient of 0.30 and a p-value of 0.002 indicate a significant positive relationship between job-related attitudes and employee performance, supporting H3.

These results confirm that training and development significantly enhance employee performance by improving job-related knowledge, skills, and attitudes.

Quantitative Data Analysis

Descriptive Statistics

Descriptive statistics were used to summarize the respondents' perceptions of the impact of training and development on job-related knowledge, skills, attitudes, and overall employee performance. Table 3 provides the mean scores, standard deviations, and frequency distributions for these key variables.

Table 3: Descriptive Statistics of Key Variables

Variable	Mean	Standard Deviation	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Job-Related Knowledge	4.3	0.7	47.9%	36.8%	11.6%	2.6%	1.1%
Job-Related Skills	4.2	0.8	45.3%	37.3%	12.7%	4.4%	0.3%
Job-Related Attitude	4.3	0.6	49.2%	35.2%	11.1%	3.4%	0.5%

Variable	Mean	Standard Deviation	Strongly Agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly Disagree (%)
Overall Employee Performance	4.4	0.5	51.8%	33.7%	10.9%	3.4%	0.3%

The data reveal a generally positive perception among respondents regarding the impact of training and development on their job performance, with the majority either strongly agreeing or agreeing that training programs significantly enhanced their job-related knowledge, skills, and attitudes.

Robustness Checks and Sensitivity Analysis

Robustness Checks

Robustness checks were conducted using alternative model specifications and subsample analyses to ensure the reliability of the findings. The results, shown in Table 4, indicate that the main findings hold consistently across different models and subsamples, reinforcing the robustness of the conclusions.

Table 4: Robustness Check Results

Model Specification	Coefficient (Job-Related Knowledge)	Coefficient (Job-Related Skills)	Coefficient (Job-Related Attitude)	Significance (p-value)
Original Model (OLS)	0.36	0.41	0.30	< 0.01
Logistic Regression	0.34	0.38	0.28	< 0.01
Hierarchical Linear Model	0.35	0.40	0.29	< 0.01
Subsample (Technical Staff)	0.32	0.39	0.26	< 0.01
Subsample (Administrative)	0.38	0.42	0.31	< 0.01

These consistent results strengthen the validity of the study's findings.

Sensitivity Analysis

Sensitivity analysis was conducted to assess the robustness of the results under different assumptions, such as varying significance levels and controlling for additional confounding variables. The results, summarized in Table 5, demonstrate that the main findings remain stable, providing further confidence in the study's conclusions.

Table 5: Sensitivity Analysis Results

Scenario	Coefficient (Job-Related Knowledge)	Coefficient (Job-Related Skills)	Coefficient (Job-Related Attitude)	Significance (p-value)
Significance Level 0.01	0.34	0.39	0.28	< 0.01
Significance Level 0.05	0.36	0.41	0.30	< 0.01
Significance Level 0.10	0.38	0.43	0.32	< 0.05

Scenario	Coefficient (Job-Related Knowledge)	Coefficient (Job-Related Skills)	Coefficient (Job-Related Attitude)	Significance (p-value)
Controlling for Tenure	0.35	0.40	0.29	< 0.01
Controlling for Education Level	0.36	0.41	0.30	< 0.01

These sensitivity tests confirm the robustness of the findings under various scenarios, further solidifying the reliability of the study's conclusions.

VI. DISCUSSION

This study investigated the impact of training and development on employee performance within the brewery industry in South-West Nigeria. The results underscore a significant positive relationship between job-related knowledge, skills, and attitudes acquired through training and employee performance. These findings align with established theories, provide valuable practical insights, and highlight areas for future research.

The study confirmed a significant positive correlation between job-related knowledge acquired through training and enhanced employee performance, aligning with Human Capital Theory (Becker, 1964). This theory suggests that investments in employee education and training directly enhance productivity. In the context of the brewery industry, knowledge about brewing processes, safety protocols, and quality control is critical for maintaining high standards. The technical nature of brewing requires precise knowledge, which is supported by the study's quantitative data showing that employees with greater knowledge perform more efficiently. Qualitative insights further support this finding, as employees reported that comprehensive training enabled them to troubleshoot effectively and reduce downtime. This emphasizes the practical importance of knowledge-oriented training, especially in highly regulated and technical industries. Future studies could explore how ongoing knowledge updates influence long-term employee performance, particularly in dynamic sectors like brewing.

The strong positive relationship between job-related skills and employee performance found in this study corroborates the skills-based view of performance (Boyatzis, 1982). As breweries adopt advanced technologies, the necessity for skilled employees becomes increasingly evident. The study's findings indicate that skill development, particularly in technical areas such as equipment operation and process management, is vital for maintaining productivity and quality standards. Employees who participated in skill-based training programs not only performed better but also reported higher job satisfaction and a sense of job security. This dual impact suggests that organizations should prioritize continuous skill development to remain competitive. Given the rapid technological advancements in the brewing industry, future research could examine the role of digital skills training and the effectiveness of various training delivery methods, such as in-person versus online training, on performance outcomes. The study also found a significant positive relationship between job-related attitudes shaped by training and employee performance, supporting the attitudinal approach to job performance (Judge et al., 2001). Training programs that foster positive attitudes, such as job satisfaction, commitment, and motivation, have been shown to enhance performance. The qualitative data revealed that employees trained in teamwork and positive work environment principles were

more likely to exhibit high job satisfaction and commitment. This finding aligns with Social Exchange Theory (Blau, 1964), which posits that employees reciprocate organizational support, such as training, with higher performance.

The sustainability of these attitudes over time and their impact on long-term career development remains an area for further investigation. Future studies could explore the longitudinal effects of attitudinal training on employee retention and performance, as well as how different training approaches might influence these attitudes. The findings align well with key theoretical frameworks. Human Capital Theory is supported by the evidence that training enhances job-related knowledge, leading to increased productivity. The Resource-Based View (RBV) is reinforced by the finding that skill development is a source of competitive advantage, suggesting that breweries that invest in employee skills outperform their competitors. Social Exchange Theory is validated by the relationship between positive job-related attitudes fostered through training and enhanced employee performance. Together, these frameworks provide a robust explanation of how training influences performance in the brewery industry. Further theoretical exploration could examine the interplay between these theories in different cultural contexts or industries.

Practical Implications/Recommendations

The findings have several practical implications. Organizations should design comprehensive training programs that address knowledge, skills, and attitudes to maximize employee performance. Emphasizing skill development, particularly in technical fields, can enhance productivity and maintain quality standards. Additionally, fostering positive work attitudes through training can lead to sustained performance improvements. Organizations should tailor training programs to specific roles and needs, ensuring alignment with both immediate job requirements and long-term organizational goals. Future research could focus on refining training content to better meet evolving industry demands and employee expectations.

VII. CONCLUSION

This research explored the impact of training and development on employee performance within the brewery industry in South-West Nigeria, focusing on three key areas: job-related knowledge, skills, and attitudes. The findings highlight the significant positive relationships between these training outcomes and employee performance, reinforcing the critical role that well-structured training programs play in enhancing organizational productivity and success. Firstly, the study demonstrated that job-related knowledge gained through targeted training significantly improves employee performance. Employees who receive comprehensive training are better equipped to understand complex processes, adhere to safety protocols, and maintain quality standards, which are vital in a highly regulated industry like brewing. This finding supports the human capital theory, which emphasizes the value of investing in employees' knowledge and skills to enhance productivity. Secondly, the research found a strong positive correlation between the development of job-related skills and employee performance. This outcome aligns with the resource-based view (RBV), suggesting that organizations that invest in skill development can achieve a competitive edge. As technological advancements and new brewing techniques emerge, continuous skill development becomes even more crucial, enabling employees to effectively manage sophisticated equipment and processes, thereby boosting operational efficiency and product quality. Thirdly, the study revealed that job-related attitudes, shaped by effective training programs, significantly impact employee performance. Training initiatives that foster positive attitudes, such as job satisfaction, commitment, and motivation, contribute to higher

levels of employee engagement and productivity. This finding supports the social exchange theory, which posits that employees who perceive organizational support through training are more likely to reciprocate with enhanced commitment and performance. The integration of these findings with established theoretical frameworks Human Capital Theory, Resource-Based View, and Social Exchange Theory provides a robust foundation for understanding how training and development affect employee performance in the brewery industry. The research also offers practical implications for organizations, emphasizing the need to design comprehensive training programs that not only enhance technical knowledge and skills but also foster a positive work environment and attitudes. Despite the study's valuable contributions, certain limitations should be acknowledged, such as its regional focus on South-West Nigeria, the cross-sectional design, and reliance on self-reported data. These limitations suggest that future research could expand geographically, adopt longitudinal designs to explore the long-term effects of training, and incorporate more objective measures of performance.

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