

ASSESSMENT OF THE IMPACT OF HUMAN CAPITAL DEVELOPMENT ON EMPLOYEES' PERFORMANCE IN NIGERIAN BREWERIES PLC, (KADUNA)

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ABSTRACT

This study was conducted with the broad objective of determining the impact of human capital development on employees' job performance in Nigeria Breweries Plc., Kaduna adopting a descriptive survey research design and anchored on 'human capital theory. The population of the study comprised of the entire employees (358) in the organization, while a total of 189 employees were selected into the sample of the study as respondents using a proportionate stratified random sampling technique. The study used primary quantitative data which were collected from the selected respondents using a questionnaire, while data analyses were carried out using descriptive statistics (mean and standard deviation), and multiple regression analysis with the aid of Statistical Package for the Social Sciences, version 25 (SPSS 25). Major findings of the study revealed that on-the-job training had significant positive impact on employees' job performance in the organization, off-the-job training had insignificant positive impact on employees' job performance in the, and advanced formal education had significant positive impact on employees' job performance in the organization. Based on the major findings, the study concludes that human capital development has significant positive impact on employees' job performance in Nigeria Breweries Plc., Kaduna. It therefore, recommends among other suggestions that, management of the organization should endeavour to grant highest priority to on-the-job trainings in order to further enhance the job performance of both new and old employees in the organization.

Keywords: *Human Capital Development, Training and Development, On-the-Job Training, Off-the-Job Training and Employees' Job Performance*

1. Introduction

Human capital development has become one of the most critical determinants of organizational performance in the contemporary business environment. Organizations across the globe increasingly recognize that their competitive advantage lies not only in physical assets or technology but in the quality, skills, knowledge, and competencies of their workforce. In developing economies such as Nigeria, where firms operate under conditions of intense competition, technological change, and macroeconomic instability, the effective development of human capital is essential for improving productivity, efficiency, and sustainability.

The manufacturing sector, particularly the fast-moving consumer goods (FMCG) subsector, occupies a strategic position in Nigeria's economy. Nigerian Breweries Plc., one of the leading manufacturing firms in the country, plays a significant role in employment generation, industrial output, and revenue creation. However, like many large manufacturing organizations, Nigerian Breweries Plc. faces challenges related to skill gaps, technological adaptation, and employee performance. Addressing these challenges requires deliberate investment in human capital development through training, education, and capacity-building programmes.

Human capital development refers to the systematic process of enhancing employees' knowledge, skills, abilities, and attitudes to improve their job performance and organizational outcomes (Schultz, 1961; Becker, 1975; Armstrong & Taylor, 2023). It encompasses on-the-job training, off-the-job training, formal education, coaching, mentoring, and continuous professional development. Human Capital Theory posits that investment in education and training increases workers' productivity and earnings and yields positive returns to organizations and the economy at large.

Despite the growing emphasis on human capital development, empirical evidence on its impact on employees' job performance remains mixed, particularly in the Nigerian manufacturing context. While some studies report strong positive effects, others find weak or insignificant relationships for certain training dimensions. Moreover, few studies focus on large-scale manufacturing firms

located in Northern Nigeria. This study therefore examines the impact of human capital development on employees' job performance in Nigerian Breweries Plc., Kaduna, with particular attention to on-the-job training, off-the-job training, and advanced formal education.

2. Literature Review

2.1 Conceptual Review

2.1.1 Human capital development

Human capital development is conceptualized as the accumulation of productive skills, knowledge, and competencies embodied in individuals. According to Okafor et al. (2019), human capital development (HCD) is a procedure of increasing knowledge and boosting the skills and aptitude of individuals in order to improve their output. Similarly, Umar et al. (2019) defined human capital development as the means by which employees are armed and furnished with the knowledge, skills, proficiency, and expertise required to perform their job functions in the workplace efficiently. While Uzochukwu et al. (2020) defined human capacity development as the base used in supporting employees to acquire the knowledge, skills and expertise over a period of time in order to perform their duties and job functions properly.

Tagesse (2018) posit that, human capital development is usually accomplished by means of training, which she referred to as a short-term procedure of utilizing systematic methods in instilling practical skills and knowledge in employees of an establishment in a well-defined time period. In other words, training is designed to improve the practical skills of workers.

Schultz (1961) argues that education and training are forms of investment that enhance human capabilities. Becker (1975) further explains that expenditures on training and education improve workers' productivity and contribute to organizational performance. In organizational settings, human capital development involves structured programmes aimed at improving employees' technical, managerial, and behavioural competencies.

2.1.2 Training and Development

Ferreira, (2016) describe training as a short-term systematic and organized procedure for improving the knowledge and skills of non-managerial personnel in an organization, while development is a long-term systematic and organized educational procedure mostly used in improving the conceptual and theoretical knowledge and understanding of supervisors and managers in an organization. This means that, trainings are instructions in technical and mechanical operations, while development refers to philosophical and theoretical educational concepts. Training is designed for non-managers, while development is designed mostly for managerial personnel. However, training and development are universally recognized approaches of developing the workforce or employees of an organization (Alao, 2010).

Kum, and Cowden (2014) argued that, training and development allows an organization to get used to changes that meet the tastes and preferences of their clients, improve employees' knowledge, aptitudes and skills, boosting the morale of employees, increasing their competency and efficiency through meeting desired specifications and quality of products and services, and increasing productivity,

2.1.3 On-the-Job Training

On-the-job training involves the training of employees for certain job responsibilities by letting them perform such responsibilities under the supervision of a more experienced employee. The experienced employee, through advice and suggestions, instills in the employee being trained the specific methods of handling the tasks. This is a generally accepted method of developing workers by organizations globally. This method places employees in real life situations and make them seem to be instantly productive.

Alao (2010) stated that on-the-job trainings for employees in most organizations are usually handled by co-employees, supervisors, and managers to assist employees adapt to their work and equip them with suitable job related skills. While Obisi (2011) argued that on-the-job training approach is the only way to practice the specific managerial, team leading, technical and administrative skills required by an

organization; and it has the advantages of practicality and imminence as the employee works, learns and develop skills simultaneously.

2.1.4 Off-the-Job Training

Abu and Constantinovits (2021) defined Off-the-job training method as training away from the field of the job and the working environment; include case studies, role playing, conferences, seminars and workshops, vestibule training and audio-visual. Similarly, Anwar and Abdullah (2021) described Off-the-job training as an education method where employees learn more about their job or the latest advancements in their field at a location away from their workplace. Bhatia, et al., (2018) argued that this special kind of training is done away from the working environment, special kind of advanced skills and preparations are needed for proper guiding employee in the right way and in the suitable place.

2.1.5 Employees' Job Performance

Employees' job performance refers to the degree to which employees effectively execute their assigned duties and contribute to organizational goals. It is commonly measured using indicators such as efficiency, quality of output, timeliness, and adaptability. According to Campbell et al. (1990), job performance reflects both task performance and contextual performance, including teamwork and organizational citizenship behaviours.

Macleod & Brady (2008) referred to job performance as the aptitude of an employee to manage his/her time and the effective and efficient allocation/distribution of resources. However, the evaluation or measurement of job performance based on these criteria will vary from one establishment/organization to another. Robertson et al. (2012) affirmed that some business organizations look out for quick decision-making, that is, the capability to make instant decisions using inadequate information, while other organizations want employees to first think carefully and do little investigation before making certain decisions concerning responding to a client or project accomplishments. Whichever kind of organization, whether a manufacturing or service industry, an organization will require its employees to be timely (Macleod & Brady 2008).

2.2 Theoretical Framework

This study is anchored on Human Capital Theory developed in the mid-20th century (1958-1962) through the works of Becker (1930-2014), Mincer (1922-2006), and Schultz (1902-1998), and is responsible for the healthy adoption of education and development policies. The theory emphasizes the role of education and training in enhancing productivity and performance. The idea behind the theory is that, individuals could acquire skills through education which would make them highly productive and improve their production output and that of their organizations, which ultimately leads to increased remunerations (Fix, 2018).

The theory provides a strong justification for organizational investment in training and development. The study is also supported by the Resource-Based View (RBV), which posits that human capital, when valuable and difficult to imitate, can serve as a source of sustained competitive advantage (Wernerfelt, 1984; Priem & Butler, 2001).

2.3 Empirical Review

Recent empirical scholarship has increasingly underscored the role of human capital development as a key driver of employees' job performance across organizational contexts and economic sectors. Although the magnitude and channels of influence differ across studies, the prevailing evidence suggests that investment in training and development remains central to performance enhancement.

Kamara (2022) investigated the effectiveness of training and development on employees' performance and competitiveness and reported that off-the-job training exerted a statistically significant positive effect on employees' job performance, while on-the-job training did not demonstrate a direct significant influence. This finding implies that externally structured training programmes may offer stronger performance returns in certain organizational environments. Closely related evidence was provided by Alnawfleh (2020), who found that training and development accounted for a considerable proportion of variations in employee

performance, with trained employees exhibiting superior performance relative to their untrained counterparts.

While Mamy et al. (2020) observed that skill development training had a strong positive effect on employee performance, highlighting the importance of continuous skill acquisition in productivity-driven industries. Similarly, Nnanna (2020) demonstrated that training programmes significantly improved employees' performance, thereby affirming training as a critical determinant of organizational effectiveness.

Beyond manufacturing and service-oriented firms, studies conducted within educational and financial institutions provide complementary insights. Paul and Audu (2019) reported that training exerted a statistically significant positive effect on academic staff productivity, underscoring the relevance of human capital development in knowledge-based institutions. Likewise, Motlokoa et al. (2018) found that training positively influenced employee performance, motivation, and job satisfaction within the banking sector, suggesting that the benefits of training extend beyond performance outcomes to include attitudinal and behavioural improvements. Philip and Ikechukwu (2018) established that training significantly enhanced employees' performance in multinational oil firms, while Zeb et al. (2018) reported that human capital management practices had a significant positive effect on employees' job performance in the telecommunication sector. Collectively, these studies suggest that effective human capital development practices are essential across diverse industrial settings.

Clifford and Obaro (2017) provided evidence of a significant relationship between human capital development and employee productivity in Nigerian universities, reinforcing the argument that sustained investment in human capital remains fundamental to performance improvement in institutional and knowledge-driven organizations.

However, Despite the growing body of empirical evidence supporting the positive relationship between human capital development and employees' job performance, several gaps remain evident in the literature. First, many existing studies adopt a

generalized approach to training and development without adequately distinguishing between specific dimensions such as on-the-job training, off-the-job training, and formal educational advancement. Second, a substantial proportion of the empirical evidence is drawn from sectors such as banking, telecommunications, and public institutions, with relatively limited focus on large-scale manufacturing firms operating in Northern Nigeria. Third, contextual differences in organizational structure, workforce composition, and regional economic conditions suggest that findings from other sectors and regions may not be directly generalizable.

Against this backdrop, the present study seeks to contribute to the literature by empirically examining the effect of human capital development on employees' job performance within a manufacturing firm in Northern Nigeria, with particular emphasis on distinct training dimensions. By doing so, the study provides context-specific evidence that deepens understanding of how human capital development influences employee performance in the Nigerian manufacturing sector.

3. Methodology

3.1 Research Design

The study adopts a descriptive survey research design. The population consists of 358 employees of Nigerian Breweries Plc., Kaduna. A sample of 189 respondents was selected using the Yamane sample size determination technique (Yamane, 1967).

3.2 Population of the Study

The target population in this study is the entire employees of Nigeria Breweries Plc., Kaduna as at December 1st, 2025. primary information collected from Admin/Human Resources department of Nigeria Breweries Plc., Kaduna shows that the organization has a total of 358 employees spread across ten different departments. This implies that the population size of the study is 358. A breakdown of the population of the study is given in Table 1

Table 1

Population of the Study

S/N	Department	Number of Employees
1.	Admin/Human Resources	18
2.	Planning, Research and Statistics	12
3.	Logistics	53
4.	Marketing/Sales	68
5.	Engineering/Maintenance	34
6.	Public Relations	44
7.	Packaging	38
8.	Brewing	30
9.	Finance	24
10.	Security	37
	TOTAL	358

Source: Admin/HR Department of Nigeria Breweries Plc., Kaduna, 2025

3.3 Sample Size and Sampling Technique

Using Yamane (1967) sample size determination approach, a total of 358 respondents were selected proportionally as presented in Table 2 below to maintain the distribution in the population.

$$n = \frac{N}{1+N(e)^2}$$

Where:

N = Population size, n = Minimum ideal sample size and e = Error margin

Substituting the figures into a formula gave

$$\begin{aligned}
 n &= \frac{358}{1+358(0.05)^2} \\
 &= \frac{358}{1+358(0.0025)} \\
 &= \frac{358}{1+0.895} \\
 &= \frac{358}{1.895} \\
 n &= 188.9 \approx 189
 \end{aligned}$$

Bowley's Proportional Allocation Calculations

Since the total population of the study is 358, and the minimum ideal sample size for the study is 189, it implies that $N = 358$ and $n = 189$. Also, since the target population is stratified into ten (10) departments, it implies that the population has 10 strata, which are denoted as $N_1, N_2, N_3, N_4, N_5, N_6, N_7, N_8, N_9$, and N_{10} . Similarly, the calculated sample size allocations to the sub-populations are; $n_1, n_2, n_3, n_4, n_5, n_6, n_7, n_8, n_9$, and n_{10} . Hence, the Bowley's sample size allocations for each sub-population in the target population are calculated and shown in Table 2

Table 2

Bowley's Proportional Allocation of Sample Size

S/No	Department	Numbers of Employees	Sample Size
1	Admin/Human Resources	18	$n_1 = \frac{189}{358} \times 18 = 9$
2	Planning, Research and Statistics	12	$n_2 = \frac{189}{358} \times 12 = 6$
3	Logistics	53	$n_3 = \frac{189}{358} \times 53 = 28$
4	Marketing/Sales	68	$n_4 = \frac{189}{358} \times 68 = 36$
5	Engineering/Maintenance	34	$n_5 = \frac{189}{358} \times 34 = 18$
6	Public Relations	44	$n_6 = \frac{189}{358} \times 44 = 23$
7	Packaging	38	$n_7 = \frac{189}{358} \times 44 = 20$
8	Brewing	30	$n_7 = \frac{189}{358} \times 30 = 16$
9	Finance	24	$n_9 = \frac{189}{358} \times 24 = 13$
10	Security	37	$n_{10} = \frac{189}{358} \times 37 = 20$
	Total	358	189

Source: Researchers' Computation, 2026

3.4 Method of Data Collection

Structured questionnaire was used in collecting data used in the study. The questionnaire was distributed to only bonafide employees of Nigeria Breweries Plc., Kaduna who must have worked in the organization for a minimum period of 2 years.

3.5 Model Specification

The model used in this study to explain the impact of human capital development on employees' job performance in Nigeria Breweries Plc., Kaduna is given by the function;

$$EJP_t = \beta_0 + \beta_1OJT_t + \beta_2OFFJT_t + \beta_3AFE_t + \varepsilon_t$$

Where,

EJP = Employees' Job Performance, OJT= On-the-Job Training, OFFJT = Off-the-Job Training, AFE = Advanced Formal Education, β_0 = Constant, $\beta_1 - \beta_3$ = Regression coefficient of three variables, and ε = Error term and t = time period

3.6 Variables and Measurement

In order to assess the impact of human capital development on employees' performance in Nigerian Breweries PLC, Kaduna, the study use the following variables; on-the-job training, off-the job training and advanced education.

3.7 Method of Data Analysis

Data collected was analysed using frequency/percentage analysis, descriptive statistics (mean and standard deviation), and multiple regression analysis for data analysis. The analyses are carried out with the aid of Statistical Package for the Social Sciences version 25 (SPSS 25.0).

4.0 Results and Discussion

This section presents and discusses the empirical findings of the study. Using SPSS version 25.0, data from 167 valid questionnaires, drawn from a population of 189 employees, were analysed using response rate analysis, descriptive statistics, and multiple regression techniques to examine the impact of human capital development on employees' job performance.

4.1 Response Rate Analysis

Table 3

Response Rate Analysis

Questionnaires Administered in the Study	Filled Questionnaires Retrieved/Returned	Retrieved/Returned Questionnaires found Valid for Use	Response Rate (%)
189	175	167	88.4

Source: Researcher's Return Rate Analysis, 2026

4.2 Descriptive Statistics

Table 4

Descriptive Statistics Result

	N	Mean	Std. Deviation
OJT	167	3.42	0.6077
OFFJT	167	3.50	0.6629
OFFJT	167	3.49	0.7572
AFE	167	3.32	0.6277
Valid N (listwise)	167		

Source: Researcher's SPSS Descriptive Statistics Output, 2026

Table 4 shows the descriptive statistics table that shows the means and standard deviations of the dependent and independent variables used in the multiple regression analysis in this study. The table shows that the variable on-the-job training (OJT) has a mean of 3.42 and standard deviation of 0.6077, off-the-job training (OFFJT) has a mean of 3.50 and standard deviation of 0.6629, AFE has a mean of 3.49 and standard deviation of 0.7572, while advanced formal education (AFE) has a mean of 3.32 and standard deviation of 0.6277 respectively.

4.3 Multiple Regression Analysis

Multiple regression analysis was used to estimate the impact of human capital development on employees' job performance in Nigeria Breweries Plc., Kaduna using

EJP as the dependent variable, and OJT, OFFJT, and AFE as the independent variables. The results of the regression analysis are given in tables 5, 6, and 7.

Table 5
Model Summary

R	R Squared	Adjusted R Squared	Std. Error of the Estimate
0.664	0.441	0.430	0.4738

Source: Researcher's SPSS OLS-Multiple Regression Analysis Output, 2026

Table 5 is the model summary table of the multiple regression analysis carried out in this study. The table shows that the analysis returned a coefficient of multiple correlations (R) of 0.664. This implies that the independent variables OJT, OFFJT, and AFE have 66.4% joint positive impact on the dependent variable (EJP) in Nigeria Breweries Plc, Kaduna. The table also shows that the analysis returned a coefficient of multiple determinations (R-Squared) of 0.441 and adjusted R-Squared of 0.430. This implies that with the multiple regression model, approximately 43.0% - 44.1% of the variations in employee job performance were explained by on-the-job trainings, off-the-job trainings, and advanced formal education, while 55.9% - 57.0% of the variations were unexplained and captured in the error term of the model. This is an indication that the goodness of fit of the multiple regression models is fair.

The table also reveals that the analysis also returned a standard error of 0.4738 for the model. Since this value is far lower than the mean of the dependent variable (3.32), it implies that the multiple regression models has a good fit and can able to explain the impact of human capital development on employees' job performance in Nigeria Breweries Plc, Kaduna.

Table 6
ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	28.813	3	9.604	42.777	.000
Residual	36.596	163	0.225		
Total	65.409	166			

Source: Researcher's SPSS Multiple Regression Analysis Output, 2026

Table 6 is the ANOVA table for the multiple regression analysis which tests for overall statistical significance of the regression model. The ANOVA result indicates that the multiple regression model that explains the impact of human capital development on employees' job performance in Nigeria Breweries Plc., Kaduna is statistically significant at 1% ($F_{(3, 163)} = 42.777, P < 0.001$).

Table 7

Multiple Regression Coefficients

Dependent Variable: Employees' Job Performance (EJP)

	B	Std. Error	t	Sig
Constant	0.939	0.230	4.079	0.000
OJT	0.258	0.087	2.985	0.003
OFFJT	0.094	0.070	1.344	0.181
AFE	0.336	0.066	5.112	0.000

Source: Researcher's SPSS OLS-Multiple Regression Analysis Output, 2023

Table 7 is the multiple regression coefficients table that shows the coefficients of the independent variables and their associated P values. The table shows that the constant (autonomous component) of the model is positive (0.939) and statistically significant at 1% ($\beta_0 = 0.939, t = 4.079, P < 0.001$).

The table also shows that the coefficient of on-the-job training (OJT) is positive and statistically significant at 5% ($\beta_1 = 0.258, t = 2.985, P < 0.05$). This implies that on-the-job training (OJT) has significant positive impact on employees' job performance in Nigeria Breweries Plc, Kaduna at 1% level of significance. The implication of this result is that a unit increase in the value of on-the-job training stimulates an increase of 0.258 units in the job performance of an employee in Nigeria Breweries Plc, Kaduna.

The table also shows that the coefficient of off-the-job training (OFFJT) is positive and statistically insignificant at 5% ($\beta_2 = 0.094, t = 1.344, P = 0.181$). This implies that off-the-job training has positive but insignificant impact on employees' job performance in Nigeria Breweries Plc, Kaduna at 5% level of significance. The implication of this result is that a unit increase in the value of off-the-job training

causes an increase of 0.094 units in the job performance of an employee in Nigeria Breweries Plc, Kaduna, although the impact is not statistically significant at 5%.

Furthermore, table 7 also shows that the coefficient of advanced formal education is positive and statistically significant at 5% ($\beta_3 = 0.336$, $t = 5.112$, $P < 0.05$). This implies that advanced formal education has significant positive impact on employees' job performance in Nigeria Breweries Plc, Kaduna at 5% level of significance. The implication of this result is that a unit increase in the value of advanced formal education causes an increase of 0.336 units in the job performance of an employee in Nigeria Breweries Plc, Kaduna.

Based on the results in table 6, it implies that the estimated multiple regression model that explains impact of human capital development on employees' job performance in Nigeria Breweries Plc., Kaduna can be written as:

$$EJP_t = 0.939 + 0.258 OJT_t + 0.094 OFFJT_t + 0.258 AFE_t + \varepsilon_t$$

Where;

EJP = Employee's job performance

OJT = On-the-job training

OFFJT = Off-the-job training

AFE = Advanced formal education

ε = Random error term

t = Time period

5. Conclusion and Policy Recommendation

The importance of human capital development in organizations has been discussed extensively in this study. Human capital development plays a vital role in motivating and enhancing employees' job performance in organizations, and these are achieved via on-the-job trainings, off-the-job training, or a mix of both methods. This study revealed that on-the-job training has significant positive impact on employees' job performance in Nigeria Breweries Plc., Kaduna. The study also revealed that off-the-job training has insignificant positive impact on employees' job performance, while advanced formal education has significant positive impact on employees' job performance in Nigeria Breweries Plc., Kaduna. Based on the findings above, the

study concludes that human capital development has significant positive impact on employees' job performance in Nigeria Breweries Plc., Kaduna.

Consequently, the following recommendations are proffered:

- i. Management of Nigeria Breweries Plc., Kaduna should endeavour to grant highest priority to on-the-job trainings in order to further enhance the job performance of both new and old employees in the organization.
- ii. Management of the organization should also ensure to organize off-the-job trainings such as workshops, seminars, and conferences for both new and old employees in the organization in order to boost their job performance.
- iii. Both new and old employees of the organization should be granted opportunities to go for further or advanced studies in formal educational institutions so as to further boost their technical and scientific skills and knowledge, as well as their managerial aptitudes.

These measures will enhance productivity, efficiency, and long-term competitiveness in Nigeria Breweries Plc., Kaduna.

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