

**TRAINING AND MANPOWER DEVELOPMENT TECHNIQUES ADOPTED IN  
NIGERIAN BREWERIES PLC: IMPACT ON NATIONAL DEVELOPMENT**

**ABSTRACT**

**Aims:** The study primarily aimed at assessing the techniques the Nigerian breweries adopts in its staff training and development for efficient performance and enhanced productivity; and its impact on national development.

**Study design:** The study was guided by two objectives which were translated into research questions. The research design comprised of survey and ex-post facto.

**Place and Duration of Study:** The study was conducted on Nigerian Breweries Plc Aba, Abia state of Nigeria, between July 2017 and May 2018.

**Methodology:** The population was the company's entire permanent staff numbering 445, comprising 10 managers and 435 non-managers. Stratified random sampling method was used to select a sample of 184 staff. Instrument for data collection was a questionnaire. The questionnaire had two sections. Section 'A' contained demographic details of respondents. Section 'B' consisted of items designed to measure training and manpower development techniques. The face and content validity of the questionnaire was determined using experts in Educational Technology and Measurement and Evaluation, while its reliability was determined using Crombach Alpha method with a coefficient of 0.74 obtained. Frequency and simple percentages were used to analyze the research questions.

**Results:** Out of the 184 staff, between 90 and 183 variously identified coaching, job rotation, apprenticeship, understudying and induction as forms of on-the-job training techniques commonly adopted in the company. Also staff response on non training but motivational techniques positively high in the areas of Free Medical Services 184; Free Transport 102; Transport Allowance 184; Christmas Bonus 184 and others 130. Fewer numbers ranging between 8 and 65 variously identified classroom assignment, discussion and conferences, committee assignment, film, TV and cinema, etc off-the-job training techniques.

**Conclusion:** The study revealed among others, that on-the-job training techniques were commonly adopted and considered most effective too. It also showed that the company's manpower development was not based on training alone but also on other non-training staff welfare schemes designed to motivate workers.

**Keywords:** *Training, Manpower Development, Techniques, Nigerian Breweries*

## **1. INTRODUCTION**

We are in an age in which human resource or manpower development largely accounts for the disparity between a progressive and a retrogressive organization. Human resource is a useful tool every organization has for its optimum performance. As science and technology brings about new ideas in industries, new goods and services are designed and produced. This leads to increased need to improve the skills, knowledge and welfare of the workforce that is instrumental to converting these ideas into realities for high productivity. The adoption of efficient training and manpower development

techniques is an issue of urgent attention to management in industries and organizations. Following the world-wide fast technological advancement, training and manpower development has taken a greater dimension in Nigeria since independence. To tackle the problem of training and manpower development in independent Nigeria, more universities and colleges for higher learning were established in the country (Onwudiwe, 2017 [1]). Government's further interest in training and manpower development in independent Nigeria began in 1963 when it established the National Manpower Board (Taire, 2012 [2]). The Board was to ensure adequate supply of skilled and semi-skilled manpower needed to produce the basic goods and services the people needed in the post-independence years and also launch the country into a new industrial era.

The more increase and diversification in industrial activities, the more there was a need for training and manpower development. In industries such as brewing industry where highly skilled and semi-skilled manpower are needed to manage the sophisticated technology involved in modern brewing, it becomes inevitable to adopt modern training and manpower development techniques. This is to keep in touch with the stipulations of the National Policy on Education (2013 [3]) by the Federal Republic of Nigeria (FGN) concerning training and skills acquisitions which recommended that training should help individuals comprehend their environments; acquire useful skills, abilities and competencies for mental and physical self-development so as to live and effect development in their society. However, the techniques for carrying out such training and development programs might vary from department to department and in line with job specifications. This situation raises questions about the techniques adopted in training and manpower development as well as those considered more effective than others in achieving result in organizations like Nigerian breweries.

## Literature Review

Training and development of individuals has become the pre-occupation of organizations' management in recent decades. Scholars have given it several definitions from various areas of endeavor. Training goes beyond mere expenditure of money and time. It should be purposefully implemented and geared towards achieving stated goals and objectives. This informs Onyemenam's (2016 [4]) view that training is a collection of activities involving teachers and learners with the primary aim of assisting employees in organizations to acquire and use the skills, knowledge, attitudes and abilities the organization expected from them. Training involves a combination of activities in which instructional materials or media are used. Chand (2016 [5]) says that training enables an organization to increase the knowledge and skill an employee needs to perform a specific job. This explains why, on hiring employees who lack adequate training for the job assigned to them, the organization provides training for them. The reason is that new employees must be introduced to their new employer's work environment and made to know how particular tasks are performed. However, the views emphasized induction course which is usually the first form of training new employees is usually given after employment.

The complexities involved in modern business or manufacturing in industries resulting from advancement in scientific and technological findings has brought about using complicated and sophisticated machines and tools during productions. The primary objective and function of every industry or organization is to produce goods and render services to satisfy societal needs. Training according to Business Dictionary.com (2016 [6]) is an activity organized to instruct or inform a person to strengthen his performance to enable him obtain desired knowledge or skills. Industrial training is a formal procedure adopted by a company to facilitate employee's learning in order to influence their behaviors towards achieving the intentions and aspirations of the company. So training in Nigerian breweries should tailor employee's behaviors at work to suit organization's needs from him.

A digital learning agency that creates custom training programs called AllenComm (n.d [7]) defines training as a program that enables employees to acquire specific skills and knowledge needed to perform particular jobs, that is, a continuous learning process whereby employees acquire knowledge, improve attitudes and behaviors as well as professional skills for optimum performance. Scholars believe that consideration to training costs is important in business. However, present day employers are not deterred by costs of training since they are certain that business will progress as employees develop and progress. This definition implies that both organizations and employees

mutually benefit from human resource training and development since it helps to develop a given talent to a desired standard in individuals through instruction and practice (Chand, 2016 [5]).

Manpower is simply men that are available for industrial needs or services. That is the workforce. It could also imply the human strength or energy utilizable for work or performing tasks any time. Manpower is the entire persons assigned a job or task to carry out. From economic angle, it consists of entire workforce of a nation. It includes men and women. Organizations use effective training and manpower development programs to moderate their manpower needs to avoid excessive or insufficient manpower in their production or services operations (Business Dictionary, 2016 [8]). Manpower or human resource planning deals with ability of organizations to discover and place the correct quantity and quality of workers that possess requisite skills, knowledge and aptitudes at their right places to work. Effective manpower planning is crucial for organizations like the Nigerian Breweries to adopt.

Oyesola (2008 [9]) defined development relative to its sustainability as encompassing three factors namely environmental, economic and social developments whether it concerns the individual or society. It has to do with continuity in providing adequate economic, social and good environmental needs of the individual. Human development as defined in UNDP Human Development Report (HDRO) [10] deals more with the richness of the individual citizens than the richness of the economy of the society in which they live. This definition emphasizes individuals' well-being and economic growth. Similarly, the non-governmental organization called Insami Gelisme Vakfi (INGEV) [11] sees human development as an approach that focuses on human and the opportunities they have to improve their well-being. The organization notes that economic growth is a tool or step to achieving human development. It identified three areas of Human Development Index (HDI) used by the United Nations. This includes 1) having a long and healthy life, 2) being knowledgeable and 3) having decent standard of living. This means that acquisition of economic resources by individuals or a nation is capable of reducing poverty, solve social problems and enhance the individual's quality as a human resource. Lending support to this, Oyesola (2008 [9]) says development does not imply growth but a system of improving something for better. This definition does not see growth as essential to or portraying development since certainly human beings grow and growth is associated with age. But development changes the old situation of something to better and more acceptable one. Training and manpower development in organizations involve activities designed to improve individuals' and groups' performances at work in an organization. The aim is to ensure staff effectiveness, boost productivity and viability of the organization concerned (Merriam Webster, 2016 [12]). But in this discussion, development will be seen as a quantitative increase in individual's potentialities cognitively, physically, socially, economically, and morally in functional terms.

The need for manpower development extends from national to the industry and even to the individual. Some Scholars group the process of manpower development into two categories, namely formal education and non-formal/informal education. Formal education involves education in primary and secondary schools, teacher training, technical colleges and other formally organized institutions for higher learning while non-formal/informal education includes all trainings and instructions outside the institutions for formal education and other activities in the traditional setting (Federal Republic of Nigeria, 2008 [13]). For this, most scholars see the entire idea of education as manpower development. In the industry, it begins with an intake and subsequent induction of new employees. From the banking industry perspective, manpower development is a means by which organizations provide enough human resources that enhance achievement of current and future organizational objectives (Anonymous, 2016 [14]). Manpower development from higher education position means the same thing as human resource development. It involves analyzing, forecasting and projecting the future manpower needs of an organization (Project clue, 2019 [15]). It is to achieve this that Nigerian Breweries invest huge financial and material resources annually for developing its manpower. However, for manpower development to be achieved, effective techniques have to be adopted.

Evans and Lindsay (2011 [16]) defined techniques as tools and methodologies that organizations employ for effective implementation of organizational tenets and routines leading to goal attainment. This implies that training techniques adopted in industries must be those that would enhance collection of data, its analysis, monitoring of training programs and solving training problems as well.

From the above simple definitions, it could be adduced that technique(s) is synonymous with approach, method, procedure, process, system, way, manner, mode, style etc, of executing a single thing. Techniques differ from person to person and group to group. Training and manpower development techniques differ from organization to organization even though their primary objectives may be the same. Consequently, techniques in training and manpower development include all the purposefully organized methods, procedures, skills, approaches and processes adopted by any management in training and developing its workforce to enhance productivity and enrich organization's profit margin and the employee's welfare too.

Nwankwo and Nzekwe (2013 [17]) carried out a study to investigate the methods and effects of manpower training and development on organizational performance. They randomly sampled One hundred (100) employees of equally selected three (3) business organizations in Idemili North Local Government Area of Anambra State. The results from the study showed that manpower training and development in organization were done through coaching of workers, orientation, apprenticeship, demonstration, classroom training and counseling of the workers.

Nnamani, (2011 [18]) carried out a critical analysis of manpower development in Nigeria. Her study was limited to the corporate policies and procedures on development of personnel in Anambra Motor Manufacturing Company Limited (ANAMMCO), Emene Enugu. She investigated the training and development needs, techniques and problems of the organization. Sixty (60) staff was sampled. The findings of her study revealed that the majority of the training undertaken are on-the-job training. This could be seen from the response rate; On –the-job training 34 (56.7%) and Off –the-job training 26 (43.3%).

Okereke and Igboke (2011 19]) carried out a study that examined the perception and relevance of influence of training and manpower development on employee performance, using 300 civil servants in Ebonyi State, Nigeria. Data collected for the study revealed that within the sub-population that has awareness about training of civil servants, 71.5% have had some training, mostly in the form of either or combination of inductions, workshops, seminars, conferences, staff development courses and study leave. Therefore, on the job and off the job training techniques were used.

In a study titled: Training and Manpower Development, Employee Productivity and Organizational Performance in Nigeria, Malaolu and Ogbuabor (2013 [20]) investigated types of training and manpower development strategies that First Bank Nigeria (FBN) Plc in Lagos State Employs. Their sample was seventy five (75) bank staff from the Head Office and five branches namely Idimu, Akowonjo, Ojota, Ikeja and Marina. Their analysis shows that the bank employs several methodologies such as On the job training, induction training, In-house training and off the Job Training. The result indicated that majority (78%) of the respondents are of the view that the bank provides 'On the job training and induction'. In-house training on the other hand is believed to be conducted by the bank by only 17% of the respondents, while 5% are of the opinion that the bank conducts off-the-job training program.

#### Statement of problem

For Nigerian Breweries to operate successfully without the services of foreign or expatriate manpower, its indigenous manpower resources must be trained and developed using appropriate techniques that would make for effective performance in all its operational divisions. Have such training been taking place? What techniques have been used to effectively impact training? This is the problem of the study.

#### Aim and Objectives

The aim of this study is to assess the techniques the Nigerian Breweries adopt in her training and manpower development programs. To achieve this, the study is specifically anchored on the following objectives;

1. To determine the training and manpower development techniques that is commonly adopted in the industry.
2. To ascertain the techniques that are considered more effective than others in achieving results.

## Research Questions

The following research questions guided the study.

1. What training and manpower development techniques are commonly adopted in the industry?
2. Which of the techniques are considered more effective than others in achieving results?

## 2. MATERIAL AND METHODS

This study focused on training and manpower development techniques that are commonly adopted and those considered more effective in Nigerian Breweries, Aba. The research design was a combination of descriptive survey and Ex-post Facto in which data were collected from staff and management and also from the existing available records and information on training and manpower development programs of the organization. The population consisted of all permanent staff of the ten (10 departments) in Nigerian Breweries PLC, Aba - comprising 10 managers and 435 non-managers. The sample size of one hundred and eighty four (184) which includes both managers and non-managers was selected using stratified random sampling technique.

The research instrument used in the study was a questionnaire titled. The questionnaire had two sections. Section 'A' contained demographic details of respondents. Section 'B' consisted of items designed to measure training and manpower development techniques. The face and content validity of the questionnaire was determined using experts in Educational Technology and Measurement and Evaluation, while its reliability was determined using Cronbach Alpha method with a coefficient of 0.74 obtained. Frequency and simple percentages were used to answer the research questions.

## 3. RESULTS AND DISCUSSION

### 3.1 Results

The following are the results of the data collected in the field.

**Research Question 1:** What Training and Manpower Development Techniques are commonly adopted in NB?

#### 3.1.1: On-the-Job Training Techniques

The data on table (1) was generated from staff questionnaire using frequency distribution to show their responses on on-the-job training techniques in Nigerian breweries. It showed that almost every staff had experienced many training techniques during his/her training programs. For instance, nearly all the workers one hundred and eighty three (183) or 99.5% passed through induction training. One hundred and seventy (170) representing 92.4% of them received coaching as training technique while one hundred and fifty three (153) or 83% were exposed to understudying training technique. One hundred and three (103) or 56% of the staff experienced apprenticeship training while ninety (49%) were exposed to job rotation.

**Table 1: On-the-Job Training Techniques**

S/No	Description	No of Respondents	Percentage
1.	Coaching	170	92.4
2.	Job rotation	90	49
3.	Apprenticeship	103	56
4.	Understudying	153	83
5.	Induction	183	99.5

Source: staff questionnaire.

### 3.1.2: Off-the-Job Training Techniques

Table (2) shows staff responses on off-the-job training techniques in Nigerian breweries. This data was generated using frequency distribution. From the table, it was observed that of the various off-the-job training techniques listed, 65 of the staff representing 35.3% have had lectures or classroom training. Similarly, 55 staff (29.9%) attended conferences and discussion trainings, while 32 staff (17.4%) experienced committee assignments. Further, 24 staff (13%) were trained using Films, TV and Cinema clips while eight staff (4%) admitted that they experienced other types of off-the-job training techniques not specified. Using those different training techniques must have depended on the skills, knowledge and competence the staff were required to acquire at the time of training.

**Table 2: Off-the-Job Training Techniques**

S/No	Description	No of Respondents	Percentage
1.	Lecture or Classroom	65	35.3
2.	Discussion and Conferences	55	29.9
3.	Committee Assignment	32	17.4
4.	Film, TV and Cinema	24	13
5.	Others	8	4.4
	Total	184	100

Source: staff questionnaire.

### 3.1.3: Non-Training/Motivational Techniques

Table (3) shows staff responses on non-training/motivational techniques for manpower development in Nigerian breweries. The distribution showed that all the 184 respondents (100%) admitted benefiting from free medical services, transport allowance and Christmas bonus as non-training forms of manpower development techniques. Also 130 (70.7%) benefited from other rewards not specified while 102 (55.4%) received free transport/allowance to and fro work. Lesser numbers, 45 (24.5%) and 30 (16.3%) respectively indicated that they benefited from car and house loans schemes. Adding to this, all the managers admitted that the organization run gratuity schemes and gives salary advances to their staff.

**Table 3: Non Training/Motivational Techniques**

S/No	Description	No of Respondents	Percentage
1.	Car loans	45	24.5
2.	House loans	30	16.3
3.	Free medical services	184	100
4.	Free transport	102	55.4
5.	Transport allowance	184	100
6.	Christmas bonuses	184	100
7.	Other rewards	130	70.7

Source: staff questionnaire.

**Research Question 2:** Which of the techniques are considered more effective than others in achieving result?

#### 3.1.4: Percentage response of the more effective techniques

Table (4) shows staff responses on training techniques considered to be more effective in achieving results than others. Frequency distribution was used to generate this table. It showed that the training and manpower development techniques considered to be more effective were the on-the-job training techniques and staff welfare schemes and packages. This was evident in the distribution where 94 staff (51.1%) opted for the former while 78 (42.4%) opted for the latter techniques respectively. However, 12 staff representing 6.5% considered off-the-job training techniques as being more effective than others.

**Table 4: Percentage Response of the More Effective Techniques**

S/N	Description	No of Respondents	Percentage
1.	Training within my job environment (on-the-job).	94	51.1
2.	Trainings outside my job environment (off-the-job)	12	6.5
3.	Provision of staff welfare schemes	78	42.4
4.	Others	-	-
	Total	184	100

Source: staff questionnaire.

### 3.2 Discussion

The findings of this research show that on-the-job training techniques like coaching, job rotation, apprenticeship, understudying and induction are commonly adopted in the company, as Table (1) shows. This is similar to the findings by Nwankwo and Nzekwe (2013 [17]) who carried out a study to investigate the methods and effects of manpower training and development on organizational performance. They randomly sampled one hundred (100) employees of equally selected three (3) business organizations in Idemili North Local Government Area of Anambra State. The results from their study showed that manpower training and development in the organization were done through coaching of workers, orientation, apprenticeship, demonstration, classroom training and counseling of the workers.

The study as shown in Table (2) reveals that off-the-job training techniques like lectures or classroom, conferences and discussion, committee assignment, Films, TV and Cinema, etc, are less commonly adopted in the company. The results of the research carried out by Okereke and Igboke (2011 [19]) is similar to the present study. Their study revealed that within the sub-population that has awareness about training of civil servants, 71.5% have had some training, mostly in the form of either or combination of inductions, workshops, seminars, Conferences, staff development courses and study leave.

The result on Table (3) shows that apart from training, the company adopts other manpower development techniques that are meant to motivate workers for optimum productivity.

The result of the study as shown in table (4) reveals that greater number of staff considered on-the-job training techniques more effective than off-the-job training techniques. Also in follow-up responses, the departmental managers unanimously admitted that on-the-job training techniques more positively affect staff overall approach to job than off-the-job. They equally strongly agreed that provision of staff welfare schemes is considered an effective technique in manpower development. The findings of this present research agrees with that of Nnamani, (2011 [18]) who investigated the training and development needs, techniques and problems of sixty (60) staff of Anambra Motor Manufacturing Company Limited (ANAMMCO), Emene Enugu. Her study revealed that the type of training and development mostly undertaken were On –the-job training which had a percentage of 56.7, and Off –the-job training with a percentage of 43.3%. The responses received indicated that majority of the training undertaken are on-the-job training and not off –the-job training. Therefore, on-the-job and off-the-job training techniques were used. However, On-the-job training seems to be more frequently used than off-the-job training. The reason for this could be that the latter is usually more expensive than other types of training.

#### **Impact on national development**

Training and manpower development techniques in Nigerian breweries have great impact on national development. It shows that the adoption of effective training and manpower development techniques in the brewing industry will result in the industry parading effective and efficient workforce that meet the challenges in modern brewery as posed by discoveries in science and technology. This in-turn leads to increased quantity and quality of goods and services produced by the industry; thereby contributing to national development as is evident in Nigerian breweries today. This shows that building a united, strong, reliable and economically viable nation is not a mere policy statement. People's values, orientation and attitudes to work should be redirected towards this goal through training and development

#### **4. CONCLUSION**

The main goal of this study was an enquiry into the techniques adopted when training and developing workforce in Nigerian Breweries, Aba. It also aimed to discover techniques considered more result oriented than others. Hence, the study concluded as follows, that On-the-job training techniques were most commonly adopted and more effective in yielding results. Training was not a source of manpower development in isolation. There were other non-training incentives or motivational sources that deal with the individual's direct need for human development.

#### **Recommendations**

Training is an effective management function in Nigerian Breweries as in other business organizations. Based on the findings, the following recommendations were made

1. Increased number of staff should be exposed to off-the-job training techniques. In doing this, however, the inter-relatedness of training environments, jobs and services of staff needs should be adequately considered. This will help to check boredom and redundancy among staff.
2. A research section should be carved out in various departments to collect, compile and analyze training results yearly for recommending more efficient and better means of improving training and manpower development in the organization.

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