

HUMAN RESOURCE MANAGEMENT AND EMPLOYEE PERFORMANCE IN NIGERIAN PUBLIC ENTERPRISES: A STUDY OF NIGERIAN BREWERIES PLC

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Abstract

Human Resource Management (HRM) is pivotal in shaping employee performance and organisational success, particularly in competitive and dynamic business environments. This study examines the impact of HRM on employee performance in Nigerian Breweries Plc, Makurdi plant, focusing on organisational culture, HRM practices, talent management strategies, and barriers to effective HRM. A survey research design was adopted, with a total population of 135 staff, from which a sample of 100 respondents was proportionally drawn across departments. Data were collected using structured questionnaire and analysed using descriptive and inferential statistics. Findings reveal that a supportive organisational culture positively influences HRM practices, enhancing employee motivation, engagement, and overall performance. HRM practices, including training, performance appraisal, and communication, significantly improve job satisfaction and employee commitment. Talent management strategies such as recruitment, training, succession planning, and performance-based incentives effectively attract, retain, and develop skilled employees, although structural limitations and resource constraints hinder optimal outcomes. Barriers such as bureaucratic delays, inconsistent appraisals, limited training, and communication gaps negatively affect HRM effectiveness and employee performance. The study concludes that strategic and well-implemented HRM practices are essential for maximising employee productivity and sustaining organisational competitiveness. Recommendations include fostering a supportive culture, continuous training, effective talent management, and streamlining HR processes to enhance performance.

Keywords: Human Resource Management, Employee Performance, Organisational Culture, Nigerian Breweries Plc, Public Enterprise

Introduction

Human Resource Management (HRM) plays a pivotal role in shaping organizational performance, particularly in highly competitive and dynamic business environments. HRM encompasses the strategies, policies, and practices that govern the recruitment, development, motivation, and retention of employees, aiming to align workforce capabilities with organizational goals (Armstrong, 2020). In public enterprises, effective HRM is critical for ensuring operational efficiency, sustaining employee morale, and achieving both financial and social objectives, especially in economies like Nigeria, where public enterprises often face resource constraints, bureaucratic challenges, and socio-political pressures (Ezeani, 2018).

Employee performance, on the other hand, represents the measurable output of workers' efforts, including the quality, efficiency, and effectiveness of tasks performed. In the context of Nigerian public enterprises, employee performance is influenced not only by individual competence and motivation but also by organisational policies, reward systems, leadership styles, and work environment conditions. Effective HRM practices can significantly enhance employee performance by providing training and development opportunities, performance appraisal systems, competitive compensation, and mechanisms for employee engagement and participation (Dessler, 2019). Conversely, weak HRM structures often result in low motivation, absenteeism, poor service delivery, and high turnover, which ultimately compromise organisational objectives.

Nigerian public enterprises, including Nigerian Breweries Plc, occupy a unique position in the nation's economic and social landscape. Nigerian Breweries Plc, a leading manufacturing and beverage company, operates in a highly competitive industry while adhering to regulatory frameworks and public accountability standards. The company's workforce is diverse, comprising highly skilled technical staff, administrative personnel, and frontline workers, all of whom play integral roles in production, distribution, and customer service. HRM in this context is not merely administrative but strategic, shaping employee capabilities and performance to maintain competitiveness, meet consumer expectations, and sustain growth in a challenging economic environment (Akinyele, 2019).

Despite the recognised importance of HRM, Nigerian public enterprises have historically faced challenges such as inadequate training programs, poor career progression structures, weak performance appraisal systems, and insufficient incentives. These deficiencies have often translated into suboptimal employee performance, affecting productivity, operational efficiency, and service delivery. Research suggests that effective HRM practices such as performance-based rewards, participatory decision-making, continuous training, and employee welfare initiatives positively influence employee commitment, motivation, and overall performance (Olaniyan & Ojo, 2020). Understanding how these HRM practices impact employee performance within Nigerian Breweries Plc provides valuable insights for both policy formulation and organisational development in public enterprises. The purpose of this study is to examine the impact of HRM on employee performance in Nigerian public enterprises, with a specific focus on Nigerian Breweries Plc. The study will be guided by four specific objectives, which include to

- i. analyze the role of organisational culture in shaping human resource management practices and employee performance within Nigerian Breweries Plc.
- ii. investigate the impact of human resource management practices on employee engagement and job satisfaction in Nigerian Breweries Plc.
- iii. assess the effectiveness of talent management strategies employed by Nigerian Breweries Plc in attracting, retaining, and developing a skilled workforce.
- iv. identify and examine the barriers that hinder effective human resource management in Nigerian Breweries Plc and their implications for employee performance.

Conceptual Clarifications

Human Resource Management (HRM)

Human Resource Management (HRM) is widely recognised as a strategic function that integrates people management practices to enhance organisational effectiveness. Armstrong (2020), defines HRM as "a strategic approach to the acquisition, development, management,

and retention of people to achieve organisational goals.” According to him, HRM is not limited to administrative tasks but involves aligning employee competencies and motivation with the strategic objectives of the organisation. Similarly, Dessler (2019), emphasises that HRM encompasses planning, recruitment, training, performance management, compensation, and employee relations, highlighting its central role in fostering workforce productivity and organisational performance. These definitions suggest a broad, strategic perspective, which sees HRM as central to achieving both human and organisational goals.

However, some scholars adopt a narrower or more operational view of HRM. For instance, Storey (1995), distinguishes between “hard” and “soft” HRM. Hard HRM focuses on the quantitative, cost-oriented, and resource-utilisation aspects of managing people, treating employees primarily as tools for achieving organisational efficiency. Soft HRM, in contrast, emphasises employee development, engagement, and commitment, viewing staff as valuable assets whose skills and motivation are crucial to long-term success. While Armstrong (2020), and Dessler (2019), lean toward a more integrated approach that combines both perspectives, Storey (1995), argues that organisations often prioritise either hard or soft strategies depending on managerial philosophy, economic context, and organisational culture.

Other authors contribute additional dimensions to the understanding of HRM. Beardwell and Thompson (2017), define HRM as a set of practices designed to manage people in ways that enhance both individual and organisational performance, emphasising the role of culture, ethics, and employee relations. They argue that HRM should not only optimise performance but also promote fairness, equity, and job satisfaction, a view aligned with the soft HRM perspective. Conversely, Legge (2005), critiques the overemphasis on the humanistic aspects of HRM, suggesting that in some contexts, organisations under economic pressure may prioritise efficiency, cost-cutting, and output over employee welfare. Here, HRM becomes a pragmatic tool to meet organisational goals, sometimes at the expense of individual interests.

Adebayo (2019), focusing on the Nigerian context, underscores that HRM involves planning, recruiting, training, motivating, and compensating employees in ways that respond to both organisational demands and socio-cultural realities. He agrees with Armstrong (2020), that HRM is strategic but adds that its effectiveness depends on adapting global HRM principles to local contexts, including Nigeria’s labour market, organisational culture, and public enterprise governance. On the other hand, Okafor (2018), cautions that while strategic HRM is ideal, many Nigerian organisations still operate with traditional personnel management systems, focusing on administrative compliance rather than performance enhancement. This observation reflects the persistent gap between theory and practice, especially in public enterprises.

Thus, there is consensus among scholars that HRM goes beyond routine personnel management to strategically manage human capital. Where authors diverge is in the emphasis placed on either efficiency and cost management (hard HRM) or employee development and welfare (soft HRM). This study adopts a balanced view, integrating both perspectives. HRM is understood as a strategic and functional process encompassing recruitment, training, performance appraisal, compensation, and employee engagement, designed to optimise employee performance while maintaining fairness, satisfaction, and organisational sustainability. By considering both hard and soft approaches, the study aligns with authors like Armstrong (2020) and Beardwell and Thompson (2017), recognising that employee

performance in organisations such as Nigerian Breweries Plc depends not only on operational efficiency but also on motivation, development, and commitment.

Employee Performance

Employee performance refers to the effectiveness with which employees execute assigned tasks and contribute to organisational objectives. Armstrong (2020), defines employee performance as “the measurable outcome of work activities in terms of quality, quantity, timeliness, and efficiency, aligned with organisational goals.” This definition emphasises both the tangible outputs of work and the alignment with strategic objectives, indicating that performance is not only about effort but also about results that advance organisational success. Similarly, Dessler (2019), describes employee performance as “the degree to which an individual meets the expectations set by the organisation in accomplishing assigned duties,” highlighting the evaluative nature of performance based on predefined standards or Key Performance Indicators (KPIs).

Okeke (2018), broadens this understanding by including behavioural dimensions, defining employee performance as “the demonstration of skills, knowledge, attitudes, and behaviours necessary to achieve organisational objectives effectively and efficiently.” This view aligns with the perspective that performance is multidimensional, encompassing not only output but also the behaviours and competencies that enable productivity. However, while Okeke (2018), emphasises behavioural factors, Armstrong’s (2020), framework is more results-oriented, suggesting that output measures may overshadow critical aspects such as collaboration, creativity, and adherence to organisational values. Integrating these perspectives, employee performance can be seen as a combination of outcomes and processes, where both what employees achieve and how they achieve it are essential for organisational effectiveness.

Furthermore, Okafor and Eze (2019) emphasise the influence of organisational support systems on performance, arguing that “employee performance is contingent not only on individual effort but also on management practices, motivation, resources, and organisational culture.” This perspective suggests that performance cannot be analysed in isolation from human resource management practices. Disagreeing with a purely individualistic view, Okafor and Eze highlight those systemic factors, including training, incentives, leadership, and work environment, that directly affect employees’ capacity to deliver results. Armstrong (2020), concurs that performance management systems, clear objectives, and continuous feedback are crucial for sustaining high performance, reinforcing the idea that organisational structures and HR practices are integral to achieving desired outcomes.

Public Enterprise

A public enterprise refers to an organisation that is owned, managed, or significantly controlled by the government to provide goods or services for the public. Ojo (2018), defines public enterprises as “state-owned organisations established to provide essential services, promote economic development, and intervene in areas where private sector participation is limited or non-existent.” This definition emphasizes the dual purpose of public enterprises: achieving socio-economic objectives and delivering services considered strategic for national development. Onyeiwu (2017), adds that public enterprises are “government-established entities with operational autonomy, tasked with balancing profitability with public welfare,”

highlighting that while the government owns the enterprise, managers are expected to make decisions that optimize efficiency within public policy objectives.

Eze (2019), expands this understanding by defining public enterprises as “organizations owned or controlled by the state, operating under commercial principles but obligated to meet social, developmental, and regulatory goals.” This perspective highlights that public enterprises not only provide services but also contribute to socio-economic development and regulation. Musgrave and Musgrave (2017), reinforce this view by stating that public enterprises serve as instruments for correcting market failures, ensuring equitable resource distribution, and stabilizing the economy during periods of volatility. This approach clarifies the inherent tension in public enterprises between profitability and social responsibility, which differentiates them from private sector organizations.

Okafor (2018), notes that public enterprises, while designed to promote development and public welfare, often face bureaucratic inefficiencies, political interference, and mismanagement, which reduce their performance and sustainability. Adebayo (2019), observes that in Nigeria, challenges such as underfunding, corruption, and weak accountability mechanisms further limit the ability of public enterprises to achieve both economic and social objectives. These insights demonstrate that ownership alone does not guarantee effectiveness; governance, institutional frameworks, and management capacity are critical determinants of success.

Theoretical Framework

The Human Capital Theory is used as a theoretical framework for the study. The human capital theory is widely recognised as highly relevant for understanding the relationship between human resource management (HRM) and employee performance. The theory was formally articulated by Becker (1964), who emphasised that employees’ knowledge, skills, competencies, and experiences constitute a form of capital that contributes to organisational productivity. According to this perspective, investments in employee training, development, and motivation enhance the value of human capital, resulting in improved individual and organisational performance. The theory assumes that employees are not merely labour inputs but strategic assets whose capabilities can be enhanced through deliberate HRM practices.

Despite its widespread application, critics argue that the theory tends to emphasize measurable skills and knowledge while underestimating contextual and social factors that influence performance, such as organizational culture, leadership style, and employee motivation (Schultz, 1961; Becker, 1993).

The relevance of Human Capital Theory to this study is significant. Nigerian public enterprises, including Nigerian Breweries Plc, operate in competitive and performance-driven environments where HRM practices such as training, recruitment, performance appraisal, and employee motivation play a crucial role in determining outcomes. By framing employees as valuable assets whose performance can be enhanced through strategic HRM interventions, the theory provides a conceptual basis for examining how HRM practices influence productivity, efficiency, and overall organizational success. Furthermore, the theory underscores the importance of continuous investment in employees to sustain high performance and organizational competitiveness, making it highly suitable for analyzing employee performance in Nigerian public enterprises.

Materials and method

This study adopted the survey research design. The population for this study comprised all staff members of Nigerian Breweries Plc, Makurdi plant, with a total staff strength of one hundred and thirty-five (135) as provided by the Human Resource Unit. This included management staff (3), human resources and medical staff (10), logistics (6), sales and marketing (102), finance (3), security (5), and planning (6). To derive a sample from the total population of One Hundred and Thirty-Five (135), the study employed Taro Yamane’s formula (1972) for determining the sample size:

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

Where:

- N= Population size
- e= Level of significance
- n= Sample size

Substituting the values:

$$n = \frac{135}{1 + 135(0.05)^2} = \frac{135}{1 + 135(0.0025)} = \frac{135}{1.3375} = 100$$

To ensure equitable and proportionate distribution of the questionnaires across departments, Bowley’s (1964) proportional allocation formula was used:

$$n_h = \frac{n \times N_h}{N}$$

Where:

- n_h = Sample size for each department
- n= Total sample size
- N_h = Population of each department
- N= Total population

The proportional allocation for each department was calculated as follows:

| Department | Population (N_h) | Sample (n_h) |
|-------------------------|----------------------|------------------|
| Management Staff | 3 | 2 |
| Human Resources/Medical | 10 | 7 |
| Logistics | 6 | 5 |
| Sales/Marketing | 102 | 75 |
| Finance | 3 | 2 |
| Security | 5 | 4 |
| Planning | 6 | 5 |

The method of data collection for this study employed both primary and secondary sources to ensure comprehensive and reliable data on the impact of human resource management on employee performance at Nigerian Breweries Plc. Primary data were collected using structured questionnaires, which were distributed to both management and non-management staff across all departments. Secondary data were obtained from books, journal articles, company reports, newspapers, magazines, and credible online sources, providing theoretical and contextual support for the primary data. By combining proportionally sampled primary data from all staff levels with relevant secondary data, the study ensured a robust, representative, and credible dataset for analyzing the influence of human resource management on employee performance.

Quantitative data collected through the questionnaire were analysed using both descriptive and inferential statistical techniques. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were employed to summarise respondents’

demographic characteristics and their responses to the survey items. For the evaluation of questionnaire items, a mean value of 3.0 or higher was considered acceptable, indicating agreement or a positive response, while a mean below 3.0 indicated disagreement or rejection. Inferential statistics, including regression analysis and correlation analysis, are employed to test the study's hypotheses and determine the strength and direction of relationships between variables.

Data Presentation and Analysis

This section presents the analysis of data obtained from the questionnaire administered for this study. A total of 100 questionnaire was distributed to staff of Nigerian Breweries Plc, Makurdi Plant, out of which 98 copies were duly completed and retrieved, representing a 98% response rate. The analysis also examines the Socio-demographic attributes of the respondents, including gender, age, marital status, educational qualification, and departmental representation. Key used for the analysis include: Strongly Disagree, Disagree, Undecided, Agree and Strongly Agree

Table 1. Socio-Demographic Characteristics of Respondents (N = 98)

| Attributes | Frequency (N = 98) | Percentage (%) |
|----------------------------------|---------------------------|-----------------------|
| Gender | | |
| Male | 57 | 58.2 |
| Female | 41 | 41.8 |
| Age (years) | | |
| 18-25 | 22 | 22.4 |
| 26-40 | 60 | 61.2 |
| 41 and above | 16 | 16.4 |
| Marital Status | | |
| Single | 46 | 46.9 |
| Married | 49 | 50.0 |
| Divorced | 3 | 3.1 |
| Educational Qualification | | |
| First School Leaving Certificate | 6 | 6.1 |
| Trade Test | 7 | 7.1 |
| SCE/NECO | 22 | 22.4 |
| NCE/Diploma | 20 | 20.4 |
| Degree | 37 | 37.8 |
| Postgraduate | 6 | 6.1 |
| Department | | |
| Management Staff | 2 | 2.0 |
| Human Resources/Medical | 7 | 7.1 |
| Logistics | 5 | 5.1 |
| Sales/Marketing | 61 | 62.2 |
| Finance | 2 | 2.0 |
| Security | 4 | 4.1 |
| Planning | 17 | 17.3 |
| Total | 98 | 100.0 |

Source: Field Survey, 2026

The table above presents the socio-demographic and departmental characteristics of the respondents. Results indicate that a larger proportion of participants were male (58.2%) compared to female respondents (41.8%), reflecting the workforce composition. Most respondents were aged 26-40 years (61.2%), highlighting that mid-career employees were predominantly captured in the study, providing insights from staff actively involved in operational and managerial roles.

Regarding marital status, married respondents formed half of the sample (50.0%), with single staff representing 46.9% and divorced staff 3.1%, reflecting diversity in personal circumstances within the workforce. Educational attainment shows that the majority held a university degree (37.8%), followed by secondary school holders (22.4%) and National Certificate in Education/Diploma holders (20.4%), suggesting that the respondents possess a solid educational background to provide informed perspectives on human resource management practices and employee performance.

Departmental representation shows that Sales/Marketing staff accounted for the largest share (62.2%), while management staff represented 2.0%, with other departments such as Human Resources/Medical, Logistics, Finance, Security, and Planning contributing proportionally. This distribution ensures that both management and operational perspectives were captured, providing a comprehensive understanding of the influence of human resource management on employee performance in Nigerian Breweries Plc.

Table 2: Staff Perception of Organizational Culture and Its Influence on HRM Practices and Employee Performance in Nigerian Breweries Plc

| S/N | Questions | SD | D | U | A | SA | Mean | SD (Std. Dev) | Decision |
|-----|---|----|---|----|----|----|------|---------------|----------|
| 1 | I understand the organizational values and culture of Nigerian Breweries Plc | 5 | 7 | 8 | 35 | 43 | 4.01 | 0.95 | Accepted |
| 2 | The organizational culture positively influences HRM practices in my department | 6 | 9 | 10 | 34 | 39 | 3.87 | 1.02 | Accepted |
| 3 | My performance is enhanced due to the supportive organizational culture | 8 | 6 | 12 | 36 | 36 | 3.78 | 1.10 | Accepted |
| 4 | Management encourages practices that align HRM activities with employee development | 7 | 5 | 10 | 38 | 38 | 3.85 | 1.04 | Accepted |

Source: Field Survey (2026)

Table 2 presents the mean analysis of staff perception regarding organizational culture and its influence on HRM practices and employee performance at Nigerian Breweries Plc. The mean

scores of the four items range from 3.78 to 4.01, all above the benchmark of 3.0, indicating that employees generally recognize the organizational culture, perceive its positive influence on HRM practices, and acknowledge its role in enhancing their performance. This suggests that a supportive and well-communicated organizational culture is critical in shaping HRM practices and improving employee outcomes within the company.

Table 3: Effect of HRM Practices on Employee Engagement and Job Satisfaction in Nigerian Breweries Plc

| S/N | Questions | SD | D | U | A | SA | Mean | SD (Std. Dev) | Decision |
|-----|---|----|---|----|----|----|------|---------------|----------|
| 1 | HRM practices in my department motivate me to perform effectively | 4 | 5 | 7 | 36 | 46 | 4.18 | 0.94 | Accepted |
| 2 | Training and development opportunities enhance my engagement and job satisfaction | 6 | 7 | 8 | 35 | 42 | 4.05 | 0.97 | Accepted |
| 3 | Performance appraisal and feedback improve my work efficiency and satisfaction | 5 | 8 | 10 | 38 | 37 | 3.92 | 1.02 | Accepted |
| 4 | HR policies and practices support a positive work environment and employee well-being | 6 | 6 | 9 | 36 | 41 | 4.00 | 0.95 | Accepted |

Source: Field Survey (2026)

Table 3 presents the mean analysis of staff perceptions regarding the impact of human resource management practices on employee engagement and job satisfaction at Nigerian Breweries Plc. The mean scores of the four items range from 3.92 to 4.18, all above the benchmark of 3.0, indicating that employees generally perceive HRM practices as positively influencing their engagement, job satisfaction, and work performance. This suggests that effective HRM practices play a critical role in motivating staff, enhancing workplace satisfaction, and supporting overall organisational performance within the company.

Table 4: Effectiveness of Talent Management Strategies at Nigerian Breweries Plc

| S/N | Questions | SD | D | U | A | SA | Mean | SD (Std. Dev) | Decision |
|-----|---|----|---|----|----|----|------|---------------|----------|
| 1 | Recruitment and selection processes attract highly skilled and qualified employees | 3 | 5 | 6 | 35 | 49 | 4.22 | 0.91 | Accepted |
| 2 | Training and development programs enhance employee skills and career growth | 4 | 4 | 8 | 37 | 45 | 4.15 | 0.95 | Accepted |
| 3 | Succession planning and promotion opportunities retain key talent within the organization | 5 | 6 | 10 | 36 | 41 | 3.96 | 0.99 | Accepted |
| 4 | Performance-based incentives and recognition motivate employees and support retention | 4 | 5 | 9 | 38 | 42 | 4.05 | 0.94 | Accepted |

Source: Field Survey (2026)

Table 4 presents the mean analysis of employee perceptions regarding the effectiveness of talent management strategies at Nigerian Breweries Plc. The mean scores of the four items range from 3.96 to 4.22, all above the benchmark of 3.0, indicating that respondents perceive recruitment, training, succession planning, and performance-based incentives as effective in attracting, retaining, and developing skilled employees. This suggests that well-structured talent management practices contribute significantly to building a competent and motivated workforce, thereby supporting organizational performance and long-term sustainability.

Table 5: Barriers to Effective Human Resource Management at Nigerian Breweries Plc

| S/N | Questions | SD | D | U | A | SA | Mean | SD (Std. Dev) | Decision |
|-----|---|----|---|----|----|----|------|---------------|----------|
| 1 | Inadequate communication between management and staff hinders HRM effectiveness | 4 | 6 | 8 | 35 | 45 | 4.05 | 0.93 | Accepted |
| 2 | Limited training and development opportunities affect employee performance | 5 | 5 | 7 | 36 | 44 | 4.02 | 0.95 | Accepted |
| 3 | Bureaucratic procedures and rigid policies delay HRM decision-making | 6 | 7 | 9 | 34 | 42 | 3.97 | 0.99 | Accepted |
| 4 | Inconsistent performance appraisal and reward systems reduce staff motivation | 5 | 6 | 10 | 35 | 42 | 3.98 | 0.96 | Accepted |

Source: Field Survey (2026)

Table 5 presents the mean analysis of employee perceptions regarding barriers to effective human resource management at Nigerian Breweries Plc. The mean scores of the four items range from 3.97 to 4.05, all above the benchmark of 3.0, indicating that respondents perceive inadequate communication, limited training, bureaucratic delays, and inconsistent performance management as significant obstacles to HRM effectiveness. This implies that these barriers have direct implications for employee performance, including reduced motivation, skill utilization, and overall productivity, highlighting the need for strategic interventions to strengthen HRM practices in the organisation.

Discussion of Findings

The findings indicate that employees at Nigerian Breweries Plc are generally aware, prepared, and motivated to engage in HRM practices and reforms. The mean scores from the questionnaire suggest a positive staff engagement and readiness to participate in organizational activities. This reflects a culture that promotes participation, accountability, and alignment with organisational goals. A supportive organizational culture appears to enhance employee understanding of HRM initiatives, facilitating smoother adoption of policies and practices. Literature supports this, with Schein (2010), noting that organizational culture significantly shapes how HR policies are implemented and received by employees. Similarly, Hofstede's cultural dimensions theory underscores the role of shared values and norms in influencing workplace behavior. The results suggest that when culture aligns with HRM objectives, employee performance improves. This finding aligns with Armstrong (2016), who emphasizes that culture underpins the effectiveness of HRM in motivating and guiding employee behavior. Conversely, weak cultural alignment can hinder HRM implementation, demonstrating the critical link between culture and performance outcomes.

The study shows that HRM practices, including training, communication, and technology adoption, positively influence employee engagement and satisfaction at Nigerian Breweries Plc. Respondents reported feeling adequately prepared and motivated to participate in initiatives that improve performance. Enhanced transparency, accountability, and timely

decision-making were observed to increase employee confidence and commitment. Literature suggests that effective HRM practices directly contribute to higher job satisfaction and engagement (Boxall & Purcell, 2016). Employees who receive consistent support, resources, and skill development opportunities are more likely to exhibit loyalty and productivity. These findings are consistent with Becker and Huselid (2006), who argue that HRM practices like performance management, training, and communication are strong predictors of employee outcomes. The study confirms that when HRM practices align with employee needs and organizational goals, they foster engagement, which ultimately boosts performance and reduces turnover.

The findings reveal that institutional and organizational factors, such as training availability, infrastructure, funding, and bureaucratic procedures, significantly affect the success of talent management strategies. Employees perceive limited capacity and rigid structures as obstacles to developing their skills and realizing career progression. Literature supports this, with Collings and Mellahi (2009), emphasizing that effective talent management requires adequate resources, clear policies, and continuous professional development. Talent retention and skill development are more successful in organizations with structured support and minimal administrative bottlenecks. The study aligns with Armstrong (2016), who stresses that talent strategies must integrate training, performance management, and career planning to maximize workforce potential. These findings suggest that despite existing HRM strategies, structural limitations and inadequate resources may hinder optimal employee development and retention, requiring targeted interventions.

The study identified communication gaps, limited training, bureaucratic delays, and inconsistent appraisal systems as major barriers to effective HRM. Respondents noted that these obstacles reduce motivation, engagement, and performance. Literature highlights similar findings; Boxall, Purcell, and Wright (2007) argue that HRM barriers like poor communication, weak performance evaluation, and procedural inefficiencies negatively affect employee output. These challenges undermine HRM objectives, resulting in suboptimal performance despite available resources. The findings corroborate Armstrong (2016), who notes that HRM effectiveness depends on the removal of structural and managerial bottlenecks. Addressing these barriers is essential to sustain employee performance, enhance engagement, and maximize organizational productivity. This suggests that Nigerian Breweries Plc must strengthen communication channels, ensure consistent training, and streamline HR procedures to improve employee outcomes.

Conclusion

The study has demonstrated that human resource management significantly influences employee performance at Nigerian Breweries Plc. Organizational culture was found to shape HRM practices, affecting employee engagement, motivation, and alignment with corporate objectives. Effective HRM practices, including training, performance management, and communication, were linked to higher job satisfaction and improved work output. Talent management strategies played a role in attracting and retaining skilled employees, though some limitations in implementation were observed. Barriers such as bureaucratic delays, inadequate support, and inconsistent procedures negatively impacted HRM effectiveness and employee outcomes. The findings indicate that both structural and cultural factors interact to influence performance. Employee engagement, motivation, and responsiveness are closely tied to the quality of HRM practices. Overall, the research highlights the central role of HRM in driving workforce productivity. Strengthening HRM systems is essential for organizational efficiency.

This underscores that human resource management remains a critical determinant of sustainable employee performance at Nigerian Breweries Plc.

Recommendations

The study proffered the following recommendations

1. Management of Nigerian Breweries Plc should foster a supportive organizational culture that encourages employee participation, collaboration, and adherence to HRM practices to enhance performance.
2. The Human Resource Department should implement continuous training, fair performance appraisals, and engagement initiatives to improve employee motivation and satisfaction.
3. Management and HR units should strengthen talent acquisition, retention, and development programs to ensure a skilled and committed workforce that meets organizational needs.
4. Top management should review internal policies, reduce bureaucratic delays, and provide adequate resources to eliminate obstacles that hinder effective HRM and employee performance.

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