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Strategic Human Resource Management and Corporate Sustainability in Nigeria Breweries Plc

Okpara, Ifeyinwa Patience [1], Prof. Fred O. Eze [2], Mbah, Paulinus Chigozie, Ph.D.[3]

Abstract

The study examined the relationship between strategic human resource management and corporate sustainability in South East, Nigeria Breweries Plc. The specific objectives were to: examine the relationship between training and operational efficiency and evaluate the relationship between recruitment and output of Nigeria Breweries. The area of the study was South East, Nigeria. The 5 selected breweries were in operation at the time of the study and were used in the study. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaires. The population of the study consisted of one thousand, three hundred and one (1301) management and senior staff. The adequate sample size of two hundred and ninety-seven (297) was determined using Freund and William's statistical formula at 5 percent margin of error. Two hundred and forty-seven (254) staff returned the questionnaire and accurately filled it. That gave an 86 percent response rate. The validity of the instrument was tested using content analysis, and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.820, which was also good. Data were presented and analyzed using mean score and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-test statistic tool. The findings indicated that Training had a significant positive relationship with Operational Efficiency, $Z = 9.851$, $p < .05$, and Recruitment had a significant positive relationship with Output of Nigeria Breweries, $Z = 9.412$, $p < .05$. The study concluded that strategic human resource management significantly enhances corporate sustainability in Nigeria Breweries Plc. The study recommended, among others, that Management of Nigeria Breweries should organize regular training and capacity-building programmes to continuously improve employees' technical and managerial skills, thereby enhancing operational efficiency.

Keywords: *Human resource management, corporate sustainability, training, recruitment and operational efficiency.*

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Authors	Affiliation
1	ESUT Business School, Department of Business Administration and Management, Enugu State University of Science and Technology (ESUT), Enugu State, Nigeria
2	Department of Business Administration, Faculty of Management Sciences, Enugu State University of Science and Technology (ESUT), Enugu State, Nigeria
3	Department of Business Administration, Faculty of Management Sciences, Enugu State University of Science and Technology (ESUT), Enugu State, Nigeria

Introduction

Over time, the role of human resource management (HRM) has evolved from purely administrative functions to a strategic lever that shapes long-term organizational success. Historically, organizations relied on HR mostly for hiring, payroll, and compliance, but by the late twentieth century, scholars and practitioners recognized that aligning HR practices with business strategy what we now call Strategic Human Resource Management (SHRM) could drive competitive advantage and innovation. Strategic Human Resource Management (SHRM) refers to the proactive management of people in alignment with an organization's long-term goals and strategies. Unlike traditional HRM, which focuses on administrative tasks, SHRM integrates workforce planning, recruitment, training, performance management, and employee engagement to drive organizational performance and sustainability. Armstrong and Taylor (2020)**,** SHRM ensures that human capital contributes directly to competitive advantage by fostering skills, motivation, and organizational culture that support strategic objectives. Kumar and Singh (2021**)** argue that SHRM links HR policies with corporate sustainability, enabling firms to achieve economic, social, and environmental goals through effective people management. In essence, SHRM transforms HR into a strategic partner that not only manages employees but also supports the long-term viability and success of the organization.

Globally, SHRM has gained prominence in sustainability discourse, as companies increasingly embed environmental, social, and governance (ESG) goals into their human capital practices. Firms are not just recruiting and training for efficiency; they are building green capabilities, fostering ethical behaviour, and shaping a workforce that supports sustainable business models. This shift reflects the growing recognition that people are central to creating resilient, sustainable organizations. Corporate sustainability refers to a business approach that creates long-term value by integrating economic, social, and environmental considerations into organizational strategies and operations. It emphasizes responsible resource use, ethical practices, and stakeholder engagement to ensure that a company can operate profitably while contributing positively to society and minimizing environmental impact. Montiel and Delgado-Ceballos (2019)**,** corporate sustainability involves balancing financial performance with social and ecological responsibilities to achieve enduring organizational success. Similarly, Adebayo and Ojo (2022) argue that sustainable corporate practices enhance competitiveness, reputation, and resilience by embedding sustainability principles into strategic decision-making. Essentially, corporate sustainability ensures that firms remain viable over time while meeting the expectations of diverse stakeholders. In Nigeria, the integration of HRM with sustainability has become more visible in recent years. Studies have shown that Green Human Resource Management (GHRM) practices such as eco-recruitment, green training, and rewards for sustainability behaviour significantly enhance corporate sustainability outcomes in Nigerian manufacturing firms. Also, Nigerian firms are under increasing institutional pressure to adopt ESG reporting and sustainable workplace practices.

Locally, among Nigerian public limited companies (Nigeria Plc), HR executives are beginning to align recruitment, training, and performance systems with sustainability strategies. For example, in the oil & gas sector, green HRM practices (such as green training and environmentally conscious recruitment) have been empirically linked with better sustainability performance. As Nigeria's regulatory and stakeholder landscapes continue to demand more accountability, exploring how SHRM contributes to corporate sustainability becomes both timely and practically important for Nigerian Plc firms.

Statement of the Study

Ideally, organizations aim to achieve long-term sustainability by effectively aligning their human resource practices with strategic goals. Strategic Human Resource Management (SHRM) is expected to ensure that employees are recruited, trained, and motivated in ways that foster environmental responsibility, social equity, and economic efficiency, thereby contributing to corporate sustainability. In this ideal scenario, Nigerian public limited companies

(Nigeria Plc) would have a workforce that is capable, engaged, and aligned with sustainability objectives, resulting in enhanced organizational performance, reduced operational inefficiencies, and improved stakeholder satisfaction.

However, in practice, many Nigeria Plc firms face challenges in implementing SHRM that effectively promotes sustainability. Common problems include weak strategic alignment of HR practices, inadequate training on sustainability principles, poor performance management, and limited employee engagement. These gaps often lead to inefficient resource use, environmental non-compliance, reduced social responsibility, and low profitability.

If these problems remain unresolved, firms risk operational inefficiency, reputational damage, loss of competitive advantage, and failure to meet regulatory or stakeholder expectations. Consequently, understanding the relationship between SHRM and corporate sustainability is essential for developing policies and practices that enhance the long-term viability and performance of Nigeria Plc.

Objective of the study

The main objective of the study was to examine the relationship between strategic human resource management and corporate sustainability in South East, Nigeria breweries plc.

i. Examine the relationship between training and operational efficiency of Nigeria breweries.
ii. Evaluate the relationship between recruitment and output of Nigeria breweries.

Research Questions

The following research question guided the study

i. What is the relationship between training and operational efficiency of Nigeria breweries?
ii. What is the relationship between recruitment and output of Nigeria breweries?

Statement of Hypotheses

The following hypotheses guided the study

i. Training has no relationship with operational efficiency of Nigeria breweries.
ii. Effect of recruitment has no relationship with output of Nigeria breweries.

Scope of the study

Content Scope: The study examines the relationship between strategic human resource management (recruitment and training) and corporate sustainability (operational efficiency and output) in Nigerian Breweries Plc.

Geographical Scope: The study was limited to the AMA Brewery, Enugu State, and Aba Brewery, Abia State, the operational locations of Nigerian Breweries Plc in South East Nigeria.

Unit Scope: The study covers management, senior, and junior employees of Nigerian Breweries Plc in the selected breweries.

Review of Related Literature

Conceptual Review

Strategic

Strategic describes actions, plans, or decisions deliberately designed to achieve long-term goals and competitive advantage by aligning resources and capabilities with the external environment. In practice, being strategic means setting clear priorities, anticipating future challenges, and making coordinated choices that influence an organization's direction over time (Baines, Smith, & Brown, 2021). Strategic activities differ from routine operational tasks because they involve weighing trade-offs, investing in capabilities, and shaping conditions to attain sustained outcomes rather than simply reacting to day-to-day pressures (Adebayo &Ojo, 2022). In contemporary organizations, strategic thinking also requires using data and continuous monitoring to adapt plans as markets and technologies evolve, ensuring resources are focused on the highest-value opportunities. (Ogunleye, 2023).

Human resource

Human resource (HR) refers to the people who make up the workforce of an organization and the set of practices used to recruit, develop, manage, and retain them so the organisation can meet its goals (Adebayo &Ojo, 2022). It encompasses not only employees' skills and labour but also HR functions recruitment, training, performance management, compensation, and employee relations that convert individual capabilities into organizational performance (Baines, et al., 2021). Effective human-resource management aligns people policies with strategy: it builds workforce capacity, motivates staff, and sustains competitive advantage by ensuring the right people are in the right roles and continuously developed (Ogunleye, 2023). In short, human resource is simultaneously the organisation's talent pool and the managerial systems that shape how that talent is hired, used, and developed to deliver value.

Management

Management is the process of planning, organizing, leading, and controlling an organization's resources, people, finances, and materials to achieve set goals efficiently and effectively. Adebayo and Ojo (2022), management translates strategy into actionable plans and coordinates activities so that organizational objectives are met on time. Baines, Smith, and Brown (2021) emphasize that modern management also relies on data and continuous monitoring to improve decision-making and operational performance. Similarly, Ogunleye (2023) notes that good management balances short-term operational needs with long-term strategic priorities, mobilizing human and technical resources while adapting to changing environments. In short, management is both a set of functions and a practice that aligns resources and people toward purposeful, measurable outcomes.

Strategic Human Resource Management

Strategic Human Resource Management (SHRM) is the proactive alignment of human-resource policies and practices with an organization's long-term strategic goals to build capabilities that deliver competitive advantage. Unlike routine HR tasks, SHRM integrates workforce planning, talent development, performance management, and reward systems into the firm's strategic agenda so that people choices support desired business outcomes (Adebayo &Ojo, 2022). By linking HR decisions to strategy, SHRM helps firms anticipate skill needs, retain critical talent, and foster adaptability thereby improving productivity, innovation, and operational performance (Baines, et al., 2021). In emerging-market contexts, effective SHRM also mitigates resource constraints through targeted training, succession planning, and performance-based deployment of staff, which strengthens organizational resilience and long-term growth (Ogunleye, 2023).

Component of strategic human resource management

These are component of strategic human resource management: Strategic Workforce Planning, Recruitment and Selection, Training and Development, Performance Management, Compensation and Reward Systems, Employee Engagement and Organizational Culture, HR Analytics and Data-Driven Decision Making & Change Management and Organizational Design, according to the following authors (Armstrong, 2020; Baines, T., Brown, & Benedettini, 2021; Adebayo &Ojo 2022; Ogunleye, 2023; Boudreau, & Ramstad, 2025).

Component of strategic human resource management used in the study

Training

Training is the planned process of developing employees' knowledge, skills, and attitudes so they can perform current jobs more effectively and adapt to future organizational needs. Effective training combines practical instruction, hands-on practice, and feedback to close skill gaps, improve productivity, and reduce errors (Adebayo &Ojo, 2022). In modern workplaces, training also supports digital upskilling and continuous learning, which in turn enhances operational efficiency and innovation (Baines, Smith, & Brown, 2021; Ogunleye, 2023).

Recruitment

Recruitment refers to the systematic process of attracting, identifying, and selecting qualified individuals to fill vacant positions within an organization. It involves creating job vacancies, sourcing applicants, screening candidates, and choosing those whose skills align with organizational needs. Okoli (2022), recruitment is a strategic activity that ensures organizations acquire talent capable of sustaining long-term growth and competitiveness. Similarly, Eze (2021) explains that effective recruitment improves workforce quality by matching job requirements with the right competencies. In today's dynamic labour market, recruitment also incorporates digital tools and data-driven methods to enhance accuracy and reduce hiring costs (Adebayo, 2023).

Corporate

Corporate refers to anything relating to a legally constituted organization or business entity especially large companies encompassing its structures, governance, strategies, and public identity. Corporates manage resources, set strategic objectives, and operate under formal rules and accountability frameworks to deliver value to stakeholders (Adebayo &Ojo, 2022). As Baines, et al., (2021) note, corporate activity combines operational execution with strategic direction, requiring coordinated systems (finance, HR, compliance) to sustain competitiveness. In contemporary practice, corporate behaviour also reflects corporate social responsibility and stakeholder expectations, shaping how firms interact with markets and society (Ogunleye, 2023).

Sustainability

Sustainability is the capacity to meet present needs without compromising the ability of future generations to meet theirs; it integrates environmental stewardship, social equity, and economic viability into decisions and practices (UNEP, 2020). In practice, sustainability means designing systems and processes that conserve resources, reduce pollution and waste, and support long-term well-being for example by adopting circular-economy principles, cleaner production, and responsible consumption (Ellen MacArthur Foundation, 2019; OECD, 2021).At the organizational level, sustainability guides strategy and operations so firms deliver value while minimizing negative environmental and social impacts; it requires measurement, continuous improvement, and alignment of policies (Adebayo &Ojo, 2022). In emerging-market contexts, sustainability also implies building resilient business models that balance short-term performance with long-term resource security and stakeholder trust (Ogunleye, 2023).

Corporate Sustainability

Corporate sustainability is a business approach that balances long-term economic performance with social responsibility and environmental stewardship, so a firm can create lasting value without depleting natural or social capital. It means embedding sustainability into strategy, operations, and governance—from resource-efficient processes and responsible supply-chain choices to fair labour practices and transparent reporting—so the company remains resilient and trusted by stakeholders (Eccles, Ioannou, & Serafeim, 2014). Research also shows that firms treating sustainability as strategic (not just compliance) tend to unlock innovation, reduce risk, and improve financial and reputational outcomes over time (Kiron et al., 2013).

Component of Corporate Sustainability

Environmental Stewardship, Social Responsibility, Economic Sustainability, Governance and Ethical Conduct, Stakeholder Engagement, Sustainability Reporting and Transparency, Innovation and Continuous Improvement, &Risk Management and Compliance, according to the following authors **(**Adebayo, &Ojo, 2022; Freeman, & Dmytriyev, 2020; Ogunleye, 2023)

Component of corporate sustainability used in the study

Operational Efficiency

Operational efficiency refers to how effectively an organization uses its resources such as time, labor, technology, and materials to produce goods or services with minimal waste and maximum productivity. It emphasizes doing tasks correctly, quickly, and at the lowest possible cost while still maintaining quality. Okafor (2022), operational efficiency is achieved when firms streamline their processes to reduce delays and improve output. Similarly, Adams (2023) explains that operational efficiency enhances an organization’s competitiveness by ensuring that every activity adds value and supports overall performance. In essence, operational efficiency focuses on improving workflow, reducing unnecessary costs, and boosting productivity to achieve better organizational results.

Output

Output refers to the quantity or quality of goods, services, or results produced by an organization within a specific period. It measures the effectiveness of resources, processes, and management in achieving organizational goals. Okoro (2022)**,** output reflects the tangible and intangible results of business operations, indicating productivity and performance levels. Similarly, Adebayo (2023) explains that output serves as a critical indicator for evaluating operational efficiency, profitability, and competitiveness in firms. In essence, output is both a performance metric and an outcome of strategic, operational, and human resource management practices.

Conceptual Framework

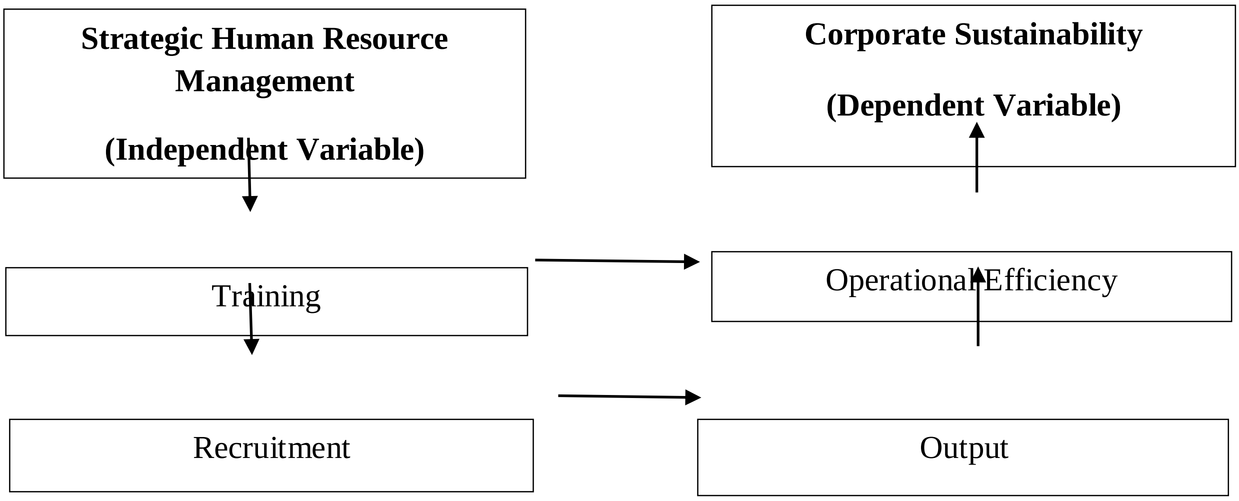

Fig. 2.1: Researchers' Model, 2025

The diagram above shows the linkages between the various components of Strategic human resource management and corporate sustainability in South East, Nigeria breweries plc. Strategic human resource management have recruitment and Training as the components of the independent variable while corporate sustainability has operational efficiency and output as the components of dependent variables of Nigerian Breweries in south East, Nigeria.

Theoretical Framework

The study was anchored on Resource-Based View (RBV) and Stakeholder Theory. The RBV, propounded by Barney (1991), asserts that organizations achieve sustainable competitive advantage by leveraging resources that are valuable, rare, inimitable, and non-substitutable. In the context of SHRM, employees' knowledge, skills, and behaviors represent strategic resources that can be developed through sustainability-focused HR practices such as green recruitment, eco-friendly training programs, and performance management systems. By investing in human capital with sustainability competencies, Nigerian PLCs can create unique capabilities that drive long-term corporate sustainability and support the organization's strategic goals.

Stakeholder Theory, proposed by Freeman (1984), emphasizes that firms must consider the interests of multiple stakeholders, including employees, customers, regulators, and the community, in decision-making. SHRM practices aligned with sustainability objectives enable Nigerian PLCs to address stakeholder expectations and enhance legitimacy. For example, integrating environmental responsibility and ethical labor practices into HR policies not only responds to external pressures but also engages employees in sustainability initiatives, fostering commitment and pro-sustainable behavior. Together, the RBV and Stakeholder Theory provide a complementary framework: while RBV highlights the strategic value of human resources in achieving sustainability, Stakeholder Theory explains how external expectations shape HR practices, demonstrating that SHRM can simultaneously enhance organizational capability and fulfill broader social and environmental responsibilities.

Empirical Review

Training and operational efficiency.

Yimam, (2022) examined the impact of training on employees' performance: a case study of Bahir Dar University, Ethiopia. Training is a continuous process to improve the caliber of employees. The main objective of this study is to assess and investigate the impact of training on employees' performance in the technology-focused academic institution. Methodology: This study used a quantitative approach, and the cross-sectional survey was used to collect data from a sample population of administrative employees of Bahir Dar University, Ethiopia, who took training in 2019, chosen by simple random sampling. 316 questionnaires were distributed and collected for the study. Data were analyzed using both descriptive and inferential statistics. Findings: Results show that training design, training needs assessment, training delivery style, and training evaluation have significant positive effects on employees' performance.

Kanapathipillai, & Azam, (2020) conducted a study on the impact of employee training programs on job performance and job satisfaction in the telecommunication companies in Malaysia. Currently, many organizations are facing trials when competing in the turbulent business environment; this is coupled with the current Covid-19 pandemic, which has worsened the strength of the organizations. The telecommunication companies in Malaysia were also not spared in this situation. Therefore, a crucial strategy for the telecommunication companies to gain competitive advantage is by conducting training to its employees at all levels to overcome this current drawback. This research aims to discover if training impacts job performance and job satisfaction, which are two crucial variables that lead to the telecommunication company's survival and growth. Therefore, in order to achieve the objective of this research, the survey procedure is used to develop a thorough profile, which is gathered from 316 out of 500 formal standardized questionnaires sent to employees at three major telecommunication companies in Malaysia. This research utilized quantitative methods to produce empirical outcomes and substantiations that answer the research questions. The literature examined the areas of training, job performance, and job satisfaction to fill the gap and to determine the significance of training programs conducted on job performance and job satisfaction. The analysis shows that training is statistically significant and has a strong relationship with job performance and job satisfaction. The hypothesis depicted that training programs conducted in the telecommunication companies have a significant relationship with job performance and job satisfaction of the employees. Thus, the findings of this study could aid as an example to other companies in Malaysia to not take for granted the impact of training on job performance and job satisfaction.

Aliu, et al (2025) carried out a study on the importance of training on organisational performance: a review of literature. This paper explores the important link between employees' training and organisational performance. Training in organisations plays an important role to ensure steady growth and sustenance of organisational productivity through improving employees' knowledge, skills, and efficiency. A well-designed training programme ultimately helps employees stay updated with industry trends, fosters employee engagement leading to higher retention rates; hence, organisations that consistently invest in training exercises would probably encounter fewer challenges in adapting to changes in the environment. Effective training exercises enhance teamwork, which drives organisational performance and productivity. The success and survival of any organisation are largely determined by the efficiency and effectiveness of services which the employees render to sustain organisational performance. Human Capital Theory was used to underpin the study, which shows the positive impact of training on organisational performance. A review of current related literature on the role which training activities play to improve and sustain organisational productivity as published in leading research journals was carried out. Two broad types of training were identified, being formal training and in-service training. Each of these broad divisions has attached variables and sub-variables that spell out details of how each training type or segment would be carried out and the methodology to adopt in imparting the knowledge.

Findlay-Williams, & Saranya, (2019) examined the impact of training and development on organisational performance and employee productivity: A Multi Sector Analysis. This study examines the multidimensional impact of structured training and development programmes on organisational performance and employee productivity across various sectors. Drawing on Human Capital Theory and Social Learning Theory, this article synthesises findings from 20 empirical studies to establish a robust theoretical and empirical foundation for understanding the role of training. Through a review of diverse training methodologies including on-the-job and off-the-job approaches—the paper explores the mediating influences of organisational learning, leadership development, and employee well-being. A conceptual framework is introduced to map out the dynamic linkages among training inputs, mediators such as mentoring and simulation, and outcomes, including job performance and public trust. The study also addresses sectoral differences and the implications for cultivating learning organisations and resilient institutional cultures. Results indicate that effective training initiatives positively correlate with increased productivity, staff engagement, innovation, and leadership competence. The discussion highlights actionable insights for managers and policymakers seeking to optimise training investments.

Kosovare, M. S. (2025) examined the effects of training on improving employee performance. This research investigates how ongoing employee training influences workplace performance, focusing on job satisfaction, productivity, and organizational success. In today's competitive world, businesses engage in organized training programs to improve individual skills and build a learning culture. The study's purpose is to look at the relationship between employee training frequency and its impact on performance metrics, especially how continuous training improves job satisfaction and productivity. Methodology: A quantitative approach was utilized to collect data from 160 employees from various firms that had created training programs. A comprehensive questionnaire was used to gather information on employees' perceptions of training efficacy and its impact on performance. Results: The findings indicate a significant positive association between training frequency and employee productivity, supporting the assumption that ongoing training increases performance. Descriptive data showed that participants were positive with their performance evaluation (mean = 3.92) and workplace training (mean = 3.74). A statistically significant model ($p < 0.001$) found that workplace training explained 62.5% of the variation in performance evaluations. Conclusion: The findings emphasize the importance of specialized training programs in increasing job satisfaction and overall employee productivity.

Recruitment and output of Nigeria Breweries.

Olufemi, et al (2022) examined the E-recruitment and organizational performance in the Nigerian Brewery Industry. This study examined the effect of e-recruitment practices on organizational performance among brewery firms in the South-western region of Nigeria. The multistage sampling was engaged to arrive at 332 employees using Slovin (1960) sample size determination formulae. Questionnaire was used as research instrument. Partial Least Squares-Structural Equation Modelling (PLS-SEM) was deployed as data analysis tool. The findings revealed that e-recruitment practice is significantly positive on organizational performance within the Nigerian Brewery industry.

Benjamin & Igwe, (2019) carried out a study on the effect of selection process on organizational performance in the brewery industry of Southern Nigeria. The aim of this paper is to investigate the “Effect of Selection Process on Organizational Performance in the Brewery Industry of Southern Nigeria”. Guided by Reflection and Attribution Theory, the research sought to: (i) ascertain the extent to which there was a positive relationship between employment tests and creativity, (ii) determine the extent to which there was a positive relationship between selection interview and profitability. Two hypotheses were formulated to guide the study. Through proportionate stratified random sampling, 328 individuals were selected from the organizations of study. Responses from the questionnaire were complemented with personal interviews of some selected management staff. The data obtained were analyzed using frequency tables and the values expressed in percentages. Pearson Product Moment Correlation was used for testing the hypotheses and t-test was used for testing the level of significance of correlation coefficient at 5% error and 3-degrees of freedom. The findings of this study are: there is a positive relationship between employment tests and creativity; there is a positive relationship between selection interview and profitability.

Obialor, et al (2024) conducted a study on management of change and employee performance of Nigerian Breweries Plc Enugu, South-East, Nigeria. The rapid transformations precipitated by technological, economic, political, and societal advancements define the business environment of the twenty-first century. The objective of this research was to examine the correlation between change management and employee performance at Nigerian Breweries Plc. in the South-East region. A sample of 262 employees of Nigerian Breweries Plc. was selected using Taro Yamane's technique from a population of 2,685. To address the research inquiries and evaluate the hypotheses, the data were subjected to analysis utilizing the Pearson Product Moment Correlation Coefficient and the Coefficient of Determination with a significance level of 0.05 alpha. A robust positive correlation was observed between advancements in technology, leadership, and communication and employee performance at Nigerian Breweries Plc. in South-East Nigeria. According to the findings, a considerable positive correlation exists between employee performance and technical development at Nigerian Breweries Plc in South-East Nigeria.

Nwekpa, et al (2024) examined the work schedule flexibility and employee commitment: a study of Nigerian Breweries, Ama, and Enugu, Nigeria. The study investigated the extent of relationship between work schedule flexibility and employee commitment of Nigerian Breweries, Ama, and Enugu in Nigeria. The specific objectives were to: determine the extent of relationship between flexi-time and affective commitment among employees, ascertain the extent of relationship between compressed work week and normative commitment among employees, and examine the extent of relationship between job sharing and continuance commitment among employees in Nigerian Breweries PLC. Enugu. The study employed a correlational research design and structured questionnaire designed in 5-point Likert scale and was administered on the sample of two hundred and eighty-six (286), out of which, two hundred and eighty-three (283) were returned and were used for the analysis. Pearson correlation coefficient formed the basis for analysis while Cronbach’s alpha test was used for testing internal reliability of the instrument. The study found a significant and positive relationship between flexi-time and affective commitment (r= 0.62), a significant relationship between compressed work week and normative commitment among employees (r= 0.56), and a significant relationship between job sharing and continuance commitment among workers of Nigerian Breweries, PLC, (r=0.72).

Acho, & Ubah, (2024) conducted a study on strategic human capital management and organisational performance in Nigeria Breweries Plc. This study focused on effects of strategic human capital management on organisational performance in Nigeria Breweries Plc (2001 to 2020). The study was carried out to identify the major human resource management strategies which can enhance performance of business organisations like the Nigerian Breweries. The work used secondary data through ex-post facto research design. The study adopted Ordinary Least Square Simple Regression analysis in analysing the objectives and testing the hypotheses posited. Hypotheses one, two, three and four were tested using Ordinary Least Square Simple Regression analysis with the aid of Statistical Packages for Social Sciences (SPSS) version 23. It was discovered that at 1% level (Sig < .01) of significance recruitment and selection is positive and significantly affect the sales performance of Nigeria Breweries Plc; human resourcing planning positively but not significantly affect the profit of Nigeria Breweries Plc; at 1% level (Sig < .01) of significance training and development is positive and significantly affect the profit of Nigeria Breweries Plc; and at 5% level (Sig < .05) of significance employees’ compensation is positive and significantly affect shareholders’ returns on investment in Nigeria Breweries Plc.

Gap of Empirical Review

The studies done were carried outside strategic human resource management and corporate sustainability in Enugu State, Nigeria, and did not focus, to the best of our knowledge, on the training and operational efficiency; recruitment and output of Nigeria Breweries in Enugu State. Most of the studies reviewed analyzed their data through Descriptive survey design, Spearman, both descriptive and inferential statistical techniques, Cross-sectional survey design, statistics of Regression Analysis with the aid of Statistical Package for Social Sciences, Purposive and random sampling techniques, respectively, while the present study makes use of Z-test to test the hypotheses. Therefore, the study aimed at filling the research gap by evaluating the strategic human resource management and corporate sustainability in Enugu State, Nigeria.

Methodology

The area of the study was South East, Nigeria. The 5 selected breweries were in operation at the time of the study and were used in the study. The choice of these firms was due to the high number of staff. The study used the descriptive survey design approach. The primary source of data was the administration of questionnaires. The population of the study consisted of one thousand, three hundred and one (1301) management and senior staff. The adequate sample size of two hundred and ninety-seven (297) was determined using Freund and William's statistical formula at 5 percent margin of error. Two hundred and forty-seven (254) staff returned the questionnaire and accurately filled it. That gave an 86 percent response rate. The validity of the instrument was tested using content analysis, and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability coefficient of 0.820, which was also good. Data were presented and analyzed by mean score and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Z-test statistic tool.

Data Presentation and Analysis

The relationship between training and operational efficiency of Nigeria breweries.

Table 4.1.1: Responses on the relationship between training and operational efficiency of Nigeria breweries.

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1	Effective employee training enhances workers' skills and knowledge, leading to smoother production processes and improved operational efficiency in Nigerian Breweries.	710 142 55.9	240 60 23.6	18 6 2.4	44 22 8.7	24 24 9.4	1036 254 100.0	4.08	1.334	Agree
2	Regular training programs enable staff to adapt to modern brewing technologies, reducing errors and boosting overall productivity.	735 147 57.9	212 53 20.9	24 8 3.1	58 29 11.4	17 17 6.7	1046 254 100.0	4.12	1.289	Agree

3	Training strengthens employees' ability to handle equipment safely and accurately, resulting in fewer downtime incidents and a more efficient workflow.	730 146 57.5	244 61 24.0	27 9 3.5	38 19 7.5	19 19 7.5	1058 254 100.0	4.17	1.250	Agree
4	When employees are well-trained, they perform tasks faster and with greater precision, which increases output and improves the brewery's operational performance.	750 150 59.1	228 57 22.4	15 5 2.0	46 23 9.1	19 19 7.5	1058 254 100.0	4.17	1.275	Agree
5	Continuous training promotes a culture of excellence and innovation, helping Nigerian Breweries maintain high operational standards and remain competitive in the market.	745 149 58.7	244 61 24.0	15 5 2.0	34 17 6.7	22 22 8.7	1060 254 100.0	4.17	1.277	Agree
	Total Grand mean and standard deviation							**4.142**	**1.285**	

Source: Field Survey, 2026

Table 4.1.1, 202 respondents out of 254 representing 79.5 percent agreed that Effective employee training enhances workers' skills and knowledge, leading to smoother production processes and improved operational efficiency in Nigerian Breweries with the mean score of 4.08 and standard deviation of 1.334. 200 respondents representing 78.8 percent agreed that Regular training programs enable staff to adapt to modern brewing technologies, reducing errors and boosting overall productivity with a mean score of 4.12 and standard deviation of 1.289. 207 respondents representing 81.5 Percent agreed that Training strengthens employees' ability to handle equipment safely and accurately, resulting in fewer downtime incidents and a more efficient workflow with mean score of 4.17 and standard deviation of 1.250. 207 respondents representing 81.5 percent agreed that when employees are well-trained, they perform tasks faster and with greater precision, which increases output and improves the brewery's operational performance with mean score of 4.17 and standard deviation of 1.275. 210 respondents representing 82.7 percent agreed that Continuous training promotes a culture of excellence and innovation, helping Nigerian Breweries maintain high operational standards and remain competitive in the market with a mean score of 4.17 and standard deviation 1.277.

The relationship between recruitment and output of Nigeria breweries.

Table 4.2.1: Responses on the relationship between recruitment and output of Nigeria breweries.

		5 SA	4 A	3 N	2 DA	1 SD	∑FX	- X	SD	Decision
1	Effective recruitment ensures that Nigerian Breweries selects skilled and competent employees who contribute directly to higher production output.	785 157 61.8	228 57 22.4	21 7 2.8	40 20 7.9	13 13 5.1	1087 254 100.0	4.28	1.161	Agree
2	When the right talent is hired, tasks are performed efficiently, leading to steady improvements in the brewery's overall output levels.	745 149 58.7	188 47 18.5	21 7 2.8	38 34 13.4	17 17 6.7	1009 254 100.0	4.09	1.323	Agree
3	A well-structured recruitment process helps Nigerian Breweries fill critical roles with qualified workers who enhance productivity and operational performance.	735 147 57.9	208 52 20.5	24 8 3.1	56 28 11.0	19 19 7.5	1042 254 100.0	4.10	1.312	Agree
4	Recruiting individuals with the right experience and attitude reduces training time and accelerates the pace of production output.	715 143 56.3	196 49 19.3	24 8 3.1	66 33 13.0	21 21 8.3	1022 254 100.0	4.02	1.366	Agree
5	Strong recruitment practices bring in innovative and motivated employees who drive continuous improvement and support higher output in Nigerian Breweries.	630 126 49.6	268 67 26.4	21 7 2.8	78 39 15.4	15 15 5.9	1012 254 100.0	3.98	1.294	Agree
	Total Grand mean and standard deviation							**4.094**	**1.2912**	

Source: Field Survey, 2026

Table 4.2.2.1, 214 respondents out of 254 representing 84.2 percent agreed that Effective recruitment ensures that Nigerian Breweries selects skilled and competent employees who contribute directly to higher production output with the mean score of 4.28 and standard deviation of 1.161. 196 respondents representing 77.2 percent agreed that when the right talent is hired, tasks are performed efficiently, leading to steady improvements in the brewery's overall output levels with a mean score of 4.09 and standard deviation of 1.323. 199 respondents representing 78.4

Percent agreed that a well-structured recruitment process helps Nigerian Breweries fill critical roles with qualified workers who enhance productivity and operational performance with mean score of 4.10 and standard deviation of 1.312. 192 respondents representing 75.6 percent agreed that Recruiting individuals with the right experience and attitude reduces training time and accelerates the pace of production output with mean score of 4.02 and standard deviation of 1.366. 193 respondents representing 76.0 percent agreed that Strong recruitment practices bring in innovative and motivated employees who drive continuous improvement and support higher output in Nigerian Breweries with a mean score of 3.98 and standard deviation 1.294.

Test of Hypotheses

Test of Hypotheses One: Training has no relationship with operational efficiency of Nigeria breweries

One-Sample Kolmogorov-Smirnov Test

		Effective recruitment ensures that Nigerian Breweries selects skilled and competent employees who contribute directly to higher production output.	When the right talent is hired, tasks are performed efficiently, leading to steady improvements in the brewery's overall output levels.	A well-structured recruitment process helps Nigerian Breweries fill critical roles with qualified workers who enhance productivity and operational performance.	Recruiting individuals with the right experience and attitude reduces training time and accelerates the pace of production output.	Strong recruitment practices bring in innovative and motivated employees who drive continuous improvement and support higher output in Nigerian Breweries.
N		254	254	254	254	254
Uniform Parameters[a,b]	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.618	.587	.579	.563	.510
	Positive	.051	.067	.075	.083	.059
	Negative	-.618	-.587	-.579	-.563	-.510
Kolmogorov-Smirnov Z		9.851	9.349	9.224	8.973	8.126
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Decision Rule:

Since the calculated z-value (9.851) > critical z-value (.000) at the 5% significance level, we reject the null hypothesis (H_{01}).

Decision:

Furthermore, comparing the calculated Z- value ranges from 8.126 < 9.851 against the critical Z- value of .000 (2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that **Training had significant positive relationship with operational efficiency of Nigeria breweries**

Test of Hypotheses Two: Recruitment has no relationship with output of Nigeria breweries.

One-Sample Kolmogorov-Smirnov Test

		Effective employee training enhances workers' skills and knowledge, leading to smoother production processes and improved operational efficiency in Nigerian Breweries.	Regular training programs enable staff to adapt to modern brewing technologies, reducing errors and boosting overall productivity.	Training strengthens employees' ability to handle equipment safely and accurately, resulting in fewer downtime incidents and a more efficient workflow.	When employees are well-trained, they perform tasks faster and with greater precision, which increases output and improves the brewery's operational performance.	Continuous training promotes a culture of excellence and innovation, helping Nigerian Breweries maintain high operational standards and remain competitive in the market.
N		254	254	254	254	254
Uniform Parameters[a,b]	Minimum	1	1	1	1	1
	Maximum	5	5	5	5	5
Most Extreme Differences	Absolute	.559	.579	.575	.591	.587
	Positive	.094	.067	.075	.075	.087
	Negative	-.559	-.579	-.575	-.591	-.587
Kolmogorov-Smirnov Z		8.910	9.224	9.161	9.412	9.349
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000

a. Test distribution is Uniform.

b. Calculated from data.

Decision Rule:

Since the calculated z-value (9.519) > critical z-value (.000) at the 5% significance level, we reject the null hypothesis (H_{01}).

Decision:

Furthermore, comparing the calculated Z- value ranges from 8.910 < 9.412 against the critical Z- value of .000 (2-tailed test at 95percent level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that Recruitment had significant positive relationship with output of Nigeria breweries.

Discussion of Findings

From the result of Hypotheses one, the calculated Z- value ranges from 8.126 < 9.851 against the critical Z- value of .000 which implies that **Training had significant positive relationship with operational efficiency of Nigeria breweries. In support of the result in the literature review,** Findlay-Williams, & Saranya, (2019) Examined the impact of training and development on organizational performance and employee productivity: A Multi Sector Analysis. Results indicate that effective training initiatives positively correlate with increased productivity, staff engagement, innovation, and leadership competence. The discussion highlights actionable insights for managers and policymakers seeking to optimise training investments. Kosovare, (2025) The effects of training on improving employee performance. This research investigates how ongoing employee training influences workplace performance, focusing on job satisfaction, productivity, and organizational success. The findings indicate a significant positive association between training frequency and employee productivity, supporting the assumption that ongoing training increases performance. Descriptive data showed that participants were positive with their performance evaluation and workplace training.

From the result of Hypotheses two, the calculated Z- value ranges from 8.910 < 9.412 against the critical Z- value of .000 which implies that Recruitment had significant positive relationship with output of Nigeria breweries. In support of the result in the literature review, Olufemi, et al (2022) Examined the E-recruitment and organizational performance in the Nigerian Brewery Industry. The findings revealed that e-recruitment practice is significantly positive on organizational performance within the Nigerian Brewery industry. Benjamin & Igwe, (2019) carried out a study on effect of selection process on organizational performance in the brewery industry of Southern Nigeria. The findings of this study are: there is a positive relationship between employment tests and creativity; there is a positive relationship between selection interview and profitability.

Summary of Findings, Conclusion and Recommendations

Summary of Findings

i. Training had a significant positive relationship with Operational Efficiency of Nigeria Breweries, Z = 9.851, p. < .05 This indicates that effective employee training enhances workers' knowledge, skills, and competencies, enabling them to perform their duties more efficiently, reduce operational errors, improve productivity, and ensure the smooth achievement of organizational objectives.

ii. Recruitment had a significant positive relationship with Output of Nigeria Breweries Z = 9.412, p. < .05. This indicates that an effective recruitment process enables the organization to attract and employ competent, qualified, and skilled personnel whose capabilities contribute significantly to increased productivity and improved organizational output.

Conclusion

The study concluded that strategic human resource management significantly enhances corporate sustainability in Nigeria Breweries Plc. The findings revealed that strategic human resource management practices, particularly training and recruitment, positively influence operational efficiency and organizational output, thereby contributing to the long-term sustainability of the organization. Effective training equips employees with the knowledge and skills required to improve performance, while sound recruitment practices ensure the acquisition of competent personnel capable of driving organizational success. Therefore, the adoption and continuous improvement of strategic human resource management practices are essential for sustaining competitive advantage and achieving long-term corporate sustainability in Nigeria Breweries Plc.

Recommendations

i. Management of Nigeria Breweries should organize regular training and capacity-building programmes to continuously improve employees' technical and managerial skills, thereby enhancing operational efficiency.

ii. Management of Nigeria Breweries should adopt transparent, merit-based, and competency-driven recruitment practices to attract highly qualified employees capable of improving organizational output.

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