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**TRAINING AND DEVELOPMENT AND EMPLOYEE CITIZENSHIP BEHAVIOR IN CHAMPION
BREWERIES PLC IN UYO, NIGERIA**

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Abstract

The study investigates the influence of training and development and employee citizenship behavior in Champion Breweries in Uyo, Nigeria. The objective was to assess the influence of mentorship on employee citizenship behavior in Champion Breweries in Uyo. Survey design was used for the study. The population of the study was 127 with a sample size of 96 which was determined using Taro Yamane formula for sample size determination. Simple random technique was adopted for the study. Data were collected through the use of questionnaire and analyzed using simple linear regression analysis. The finding indicated that mentorship has significant influence on employee citizenship behavior in Champion Breweries in Uyo. Thus, it was concluded that mentorship has significant influence on employee citizenship behavior in Champion Breweries in Uyo. The study recommends that organization should design efficient and effective mentorship program that will help to motivate employee towards exhibited positive citizenship behavior and improving organizational performance.

Keywords: Training and Development, Mentoring, Organization Performance and Champion Breweries PLC.

1. Introduction

Today in a world of competitive corporate environment, every organization, regardless of scales and markets is striving to gain competitive advantage to perform better and to achieve productivity, profitability and efficiency. In order to do that, it is important for an organization to clearly define its objectives, and to know how to execute it well using the available resources.

Globally, organizations and their managers are faced with numerous challenges. One of such challenges is in the area of skills and knowledge development which refers to the training and development of employees in order to achieve an organizations goals and objectives. Some of these managerial challenges are obvious in matters concerning training and development such as mentoring, job delegation, job empowerment and job rotation (Burden and Proctor, 2000). Therefore, for organizations to survive and remain relevant and competitive, it is essential for them to be able to train its employees on the right skills and developmental

programs in a bid to enhance their performance towards achieving organizational goals.

As in other parts of the world, organizations in Nigeria have increasingly become profit driven. This drive is primarily because organizations that do not make profit usually find it difficult to survive in the competitive economy of the 21st century. Central to this profit drive in organizations are the employees or human capital whose skills are required to manipulate other organizational resources (financial and material) and convert them into goods and services. This centrality of employees in work organizations as such elevated the benefits of efficiency as tools of performance (Iheriohanma 2008). Hence, the recurring theme in current organizational literature has been in the area of human capital development, especially skills and knowledge development. As a result, less attention has been paid to some other employee challenges in the work organization which also affect their productivity and general performance such as training and development. This training and development encompasses mentoring, job delegation,

job empowerment, job rotation, age, personality, cognitive style, tenure, organizational function, education, background and more.

Organizational Citizenship Behavior is widely used concept in the field of Organizational Behavior over the past few years; researchers have been paying more attention towards these mutual behaviors of employees. Such behaviors are the individual traits which show employees individual behavior more understandingly than other employees of the organization (Kostera & Sanders, 2006).

Organizational Citizenship behavior (OCB) is the additional role behaviors that are not required by the official job tasks but contribute to the performance of the organization (Farh, Zhong & Organ, 2014). Organizational citizenship behavior is actually a desired behavior by the organization that is beyond by any contract, and this behavior is helpful for organization to meet its objectives and goals. So OCB has an impact on the overall functioning of the organization. Now day's organizations are facing intense competition due to awareness and good knowledge of the market and operations. In order to achieve competitive advantage and to cope up with this change organizations are demanded such type of extra behaviors from their employee's. Human resource practices and leadership styles have gained importance for research in the field of organizational behavior. HR practices and Leadership style are also linked with organizational citizenship behavior.

Staff training and development is recognized as crucial element in the attainment of organizational goals and objectives. The recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. Despite the obvious significance of training, the enormous expansion in the content of training and development programs over time has largely been taken for granted. Some Human Resources Departments often question the necessity and appropriateness of training a particular employee at a particular time. Often times, there are ulterior motives why employees are sent on training. Najeeb, (2013) found out that some of those organizations that neglect

employee training do so simply because of the enormous cost of training and the fear of losing those employees to other organizations after training them., hence the need for this study. The main objective of the study was to examine the influence of training and development on employee citizenship behavior in Champion Breweries in Uyo. Specifically, the objective to evaluate the influence of mentorship on employee citizenship behavior in Champion Breweries in Uyo. The question was asked to guide the study:

To what extent has mentorship influenced employee citizenship behavior in Champion breweries in Uyo?. The hypothesis was formulated to guide the study: H₀₁ Mentorship has no significant influence on employee citizenship behavior in Champion breweries in Uyo.

2. Literature Review

2.1 Conceptual Definitions

2.1.1 Training and Development

Training and development refers to the process of giving employees instruction, seminars, coaching, mentoring and other learning opportunities that inspire, educate and enable them to serve their positions to the best of their knowledge within the requirements set by their organisation (Jahan, 2015). Organisations have many reasons for engaging in training and development. According to Organ, Podsakoff and MacKenzie (2006), training practices can encourage employees to upgrade their abilities and be more confident to complete their wider roles. Through better skills and confidence, employees may go beyond their expected normal duties. The basic purpose of a training and development programme is to contribute to the overall goal achievement of an organisation. In addition, it improves knowledge, skills and transforms attitudes or behaviour of employees. Therefore, training and development can improve organisational citizenship behaviour within employees, leading to many benefits such as enhanced employees' confidence, satisfaction and comfortableness (Ahmed, 2016). The capacity of organisations to attain their objectives may be enhanced, thereby putting them in a more competitive position (Zehra, 2016).

2.1.2. Mentoring

In recent years there has been an increasing need trend for organizations to implement mentoring programs to improve employee morale and productivity by reducing absenteeism and turnover (Torrington 2005). However, very little effort was implemented by the Breweries firms to improve job retention and improving job satisfaction through mentoring programs.

2.1.3 Organizational Citizenship Behavior

Bateman and Organ (1983) for the first time presented the idea of organizational citizenship behavior. Organ (1988) defined OCB as “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” More attention should give by the management to increase OCB because success of the organization and perception of customers to provide a good quality services are significantly related with OCB (Torlak & oc, 2007). OCB actually provides an insight towards employees’ inclination to help and cooperate to make a contribution towards increasing productivity, satisfaction of both employees and customers, and service quality. High level of OCB gives an indication of employees’ willingness to practice and adopt changes for implementing new management styles and new methodologies (Jung & ong, 2008).

2.2 Theoretical Framework

The study was anchored on equity theory developed by Adams in 1965. The theory creates the possibility of having a workforce that is mentored equitably. There is no bias in the approach to providing training and development that is driven by mentorship, apprenticeship and coaching for the employees of an organisation. Thus, to ensure improved employee performance, employees must perceive that the mentoring process is based on equity and fairness without recourse to bias, partiality or favouritism. Theory advances the reduced exploitation of workers, source of motivation and better interrelations between workers. This helps in ensuring that the workforce is kept viable and ready to add extra in terms of performance improvement. Equity theory shows how fairly employees want to be treated and compensated

for their contributions to the success of the organisation. This theory is based on three assumptions; those employees develop beliefs about what constitutes a fair and equitable return for their contributions to their jobs. It assumes that employees tend to compare what they receive in exchange to their contribution from their employers to what co-employees receive from their employers. Equity theory holds that when employees believe that their own treatment is not equitable in relation to what they perceive others to be making; they will be forced to do something about such inequity in the workplace leading to the negative outcomes like job dissatisfaction, lack of commitment and difficulty in expressing their citizenship behaviors. Other theories are good however they fail to provide a balance between work and expectations of employees in relation to each other. Equity theory provides such capability and that is why it is adopted as the focus theory for the study.

2.3 Empirical Review

Julia (2012) examined mentoring and organizational citizenship and professional Identity in Central Florida. The objective was to investigate the influence that academic major advisors and informal mentors can have on an individual’s identification with a professional organization and their ensuing level of involvement in that professional organization. The present study is unique in that it is among the few to examine mentoring and OCBs in the context of a voluntary professional organization. Participants were 309 individuals with a doctoral degree who are members of the Society for Industrial and Organizational Psychology (SIOP), a large professional organization with 7,847 total members (in 2011). The specific type of OCB investigated in this study was voluntary service as a member of committees within the professional organization. Results indicated that individuals’ identification with a particular professional organization was stronger if their academic advisor had engaged in greater OCBs within the organization (i.e., chaired a greater number of committees) and if they had one or more informal mentors who were also members of the same professional organization. Those with a greater number of informal mentors in addition to their academic mentor engaged in greater OCBs within the

organization (i.e., participated as a member of more committees). Finally, those reporting at least one informal mentor in addition to their academic advisor engaged in greater OCBs within the organization if their informal mentors had engaged in a greater number of OCBs and when those multiple mentors were more balanced with regard to their to their professional setting .

Rajashiet *al.* (2012) evaluated the perceptions of reciprocal support in mentoring influence mentors' and protégés' intent to extend work-related help to coworkers in organizations. Our findings shed light on the role that organization-based self-esteem (OBSE) and affective organizational commitment (AOC) play as mediators in transmitting the effect of perceived reciprocal support in mentoring to mentors' and protégés' intent to engage in organizational citizenship behavior (OCB). A central premise of this study was that positive feelings of reciprocal learning and growth for mentors and protégés produce interdependence and inclinations towards organizational citizenship. Mentors (n = 82) and protégés (n = 160) from three U.S.-based corporations were surveyed. Results of mediation analyses employing multiple mediation model testing shows statistical and practical significance for protégés' AOC and OBSE as mediators. The lack of support for any mediators for the mentors indicates that the process underlying the link between mentoring and OCB may differ for mentors and protégés.

Odunayo (2022) investigated the effect of mentoring on employee performance of selected small and medium scale enterprises in Lagos State, Nigeria. Despite various entrepreneurship programs such as apprenticeship, coaching, and Employee orientation engaged in by SMEs where an employee or apprentices is taught on how business processes flow, employees' performance among SMEs in Lagos State has been found to be poor with regards to employee productivity, employee commitment, and organisational citizenship behaviour. The study used a survey research design. The unit of analysis was owners/managers of registered SMEs in Lagos State. The target population was all the registered 8,396 SMEs in Lagos State. A sample of 370 owners/managers (respondents) was selected through simple random sampling. An adapted and

structured questionnaire was used in collecting primary data. A pilot study was conducted to ensure the data collection tool is reliable. The collected data was analysed using inferential statistics with the help of Statistical Package for Social Sciences, version 26.0. The study found that through Apprenticeship training, the employees are able to improve their productivity. In addition, the study found that Coaching had a significant influence on Employee Commitment. The study also found that through employee orientation, the employees are able to improve their citizenship behaviour in the organisation. The study recommends that the supervising agency of selected oil and gas upstream companies in Nigeria should develop policy guidelines aimed at expanding and improving efficiency of the companies to facilitate high organisational outcome through capability divestiture.

Mubashar (2016) examined the impact of training and mentoring on employee performance – Empirical analysis of Public and Private Universities 'members of Islamabad. The study had one major objective which was to examine the relationship between training, mentoring and employee performance. The study finding shows that employee training and mentoring influence employee performance. Carla (2008) researched the effects of mentorship on job satisfaction among military academicians in the United States of America. The study examined the effect of mentoring relationship on job satisfaction and faculty members' perceptions of the effectiveness of the mentoring relationship. The study made use of primary data sourced through questionnaires. The study sample was drawn from military and civilian faculty located at the United States Air Force Academy. Out of the six hundred and fourteen solicited participants, one hundred and sixteen responded. Correlation analysis was used to test the hypotheses. Findings revealed that faculty members with mentors had higher levels of job satisfaction than faculty members without mentors. Protégés with regard to the effectiveness of the mentoring relationship on job satisfaction did not reveal significant results.

Cherono, *et al.* (2016) studied the influence of mentorship practices on employee performance in small manufacturing firms in Garissa County, Kenya. The broad objective of this study was to determine the

influence of mentorship practices on employee performance in small manufacturing firms. A cross-sectional survey design was used in the study and questionnaires were administered to collect data. Both descriptive and inferential statistics were used to arrive at conclusions on the relationships between study variables. Multiple regression analysis was used to test the set hypotheses and construct the model of interest. The study established a significant relationship between leadership mentorship, innovative mentorship, knowledge transfer mentorship, talent development mentorship and the performance of the employees.

3. Methodology

3.1 Research Design

The survey research design was adopted for this study. This was to enable the researcher to obtain first-hand information as apply to training and development and employee citizenship in champion breweries in Uyo. The population of the study was 127 which was obtained from the company annual report, 2021 and the unit of analysis covered all active employees of champion Breweries in Uyo. The sample size of this study was 96 employees of champion Breweries which was derived using Taro Yamane formula for sample size determination. The equation was given below:

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

Where:

n = Sample size

N = Population size

e = The acceptable sample error (0.05)

1 = Theoretical Constant

$$n = \frac{127}{1 + 127(0.0025)}$$

$$n = \frac{127}{1 + 0.3175}$$

$$n = \frac{127}{1.3175}$$

$$n = 96$$

The simple random technique was used so as to give the respondents equal right to participate in the study without bias.

3.2 Data and Sources

Questionnaire was used to collect data for the study which was structured using the modified 4 point rating scale ranging from 4- strongly Agree(SA), 3 – Agree (A), 2-Disagree (D) and 1 – Strongly Disagree (SA). The questionnaire was structured by the researcher with the aim of examining the validity and reliability of the research instrument adopted, and submitted to the supervisor for validation. The supervisor examined and gave consent to the questionnaire. The researcher distributed the questionnaire to some of the employees who were used for the study. To ensure consistency, after one week, the instrument was given to the same group of people and the result given was consistent and judged reliable and valid.

3.3 Model Specification

This model was developed to test the null hypothesis.

$$ECB = f(M) \dots \dots \dots (1)$$

$$EP = X_0 + X_1P_1 + e \dots \dots \dots (2)$$

Where:

ECB = Employee Citizenship behaviour

X₀ = Intercept

M = Mentorship

X₁ = Coefficient of the independent variables

e = Error term

3.4 Method of Data Analysis

The data collected were analyzed using mean, standard deviation and simple linear regression analysis.

4. Result and Discussion

4.1. Descriptive Statistics of Questionnaire

The researcher distributed 96 copies of questionnaire to staff of Champion Breweries in Uyo out of which 89 copies were correctly filled and returned in good condition in a usable form.

4.2 Data Analysis

Table 1: The Simple Linear Regression Analysis on the influence on Mentorship on Employee Citizenship Behaviour of Champion Breweries Plc in Uyo.

Model Summary ^b					
Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	Durbin-Watson
1	.939 ^a	.882	.881	.35887	.473

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	84.076	1	84.076	652.821	.000 ^b
	Residual	11.205	87	.129		
	Total	95.281	88			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B		Std. Error	Beta		
1	(Constant)	.355	.114		3.121	.002
	Mentorship	.876	.034	.939	25.550	.000

Source: Researcher's Computation (2024)

The result of the simple linear regression above indicates the influence of mentorship on employee citizenship behavior in champion breweries in uyo, and it yielded R^2 – value of .882 (coefficients of determination), F-value of 652.821, Beta – value of .876 and a corresponding P-value of .000 respectively. This means that mentorship is effective in predicting employee citizenship behavior in Champion Breweries in Uyo. The R^2 –value of .882 indicates that mentorship can account for 88.2% change in employee citizenship behavior in Champion Breweries in Uyo. This result is supported by Beta coefficients of .876 which means that 1 unit increase in mentorship can account for 87.6% increase in employee citizenship behavior in Champion Breweries in Uyo. However, to evaluate the model fit, the F- statistics was computed and the result yielded the coefficients of 652.821 which means that the model is fit to establish the link between mentorship and in employee citizenship behavior in Champion Breweries in Uyo. Therefore, since the P-value of .000 lies below alpha value of 0.05 level of significant in social sciences, it can be affirmed that the null hypothesis which states that mentorship has no significant influence on employee citizenship behavior in Champion Breweries in Uyo is rejected and the inverse accepted meaning that there is

significant influence of mentorship on employee citizenship behavior in Champion Breweries in Uyo.

4.3 Discussion of finding

The result above shows that mentorship is effective predictor of training and development. Also, the finding clearly revealed that, to every 1 unit increase, there is proportionate increase in employee citizenship behavior in champion breweries in Uyo. This result is in agreement the work of Wilson and Western (2000) who posited that, Training and development of individuals can play a supportive role for achieving organizational objectives. To provide good quality of services employee empowerment plays an important role and shows a significant impact. The finding is further upheld by Ehrhart (2004) who found positive association among Leadership behavior and organizational citizenship behavior. Although many researchers found the relationships between HR management practices, Leadership styles, and Organizational Citizenship behavior, but here the focus is on mold these variables to check their impact particularly in the corporate sector of developing country like Nigeria.

5. Conclusion and Recommendation

It was clearly established in this study that, the link between mentorship and employee citizenship behavior was significant and positive. Thus, it was concluded that mentorship has significant influence on and employee citizenship behavior in Champion breweries in Uyo.

It was recommended based on the finding that:

- i. Organisation should design efficient and effective mentorship program that will motivate employee to exhibited positive citizenship behavior towards improving organizational performance
- ii. Managers should provide adequate resources to facilitate mentorship program and enhance employee citizenship behaviour.

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