



EFFECT OF HUMAN CAPITAL DEVELOPMENT ON EMPLOYEE PRODUCTIVITY OF HOTELS IN NIGERIA

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ABSTRACT: *This study investigated the effect of human capital development on employee productivity in selected 5-star and 4-star hotels in South-South Nigeria. Specifically, it examined the impact of employee training, career planning, and employee well-being on productivity. A cross-sectional survey research design was adopted, and data were collected from a sample of 251 managerial and operational staff using a structured questionnaire. Descriptive statistics were used to summarize respondent characteristics, while regression analysis was employed to determine the strength and significance of the relationships between human capital development variables and employee productivity. The findings revealed that all three dimensions of human capital development positively and significantly affect employee productivity, with career planning exerting the strongest effect. The study concludes that investing in structured career development initiatives is essential for enhancing productivity in the hotel industry. It was recommended, amongst others that companies should invest in employee wellness programs that address physical, mental, and emotional health, such as counseling services, fitness initiatives, and stress management workshops.*

KEYWORDS: Career planning, employee productivity, employee training, employee well-being, human capital development.



INTRODUCTION

Companies today place a premium on human resources, especially those in the service industry. Delivering quality services and maintaining customer satisfaction is greatly dependent on the expertise, efficiency, and attitude of the staff. Organisations in the hospitality industry are putting more effort into educating their employees, providing career development opportunities, and promoting employee well-being in order to stay ahead of the increasingly competitive industry. In order to ensure that personnel are well-prepared to enhance their performance and make significant contributions to the success of the organization, human capital development is of utmost importance. Fostering an engaged and active workforce is critical for organisations to succeed since it greatly affects production. Public and commercial organisations alike in today's fierce business climate understand that their employees' skills are the key to success (Udodiugwu et al., 2025). Consequently, in order to increase organisational efficiency, it is crucial to prioritise human capital development, effective human resource management, and thorough training (Arun, 2025).

A culture of human capital development provides a potential opportunity to boost production and growth, even though there is space for improvement, particularly in many Nigerian hotels. These organisations can achieve their full potential by recognising and promoting employees' skills fairly and eliminating favouritism and personal connections from staff training. Udodiugwu (2024) argues that human capital development is foundational and that employee skills have an incalculable impact on organisational output. Any company can benefit from a boost to productivity thanks to its employees' skillsets. Development of human capital is a crucial strategy for ensuring that workers have the education and experience to do their jobs well (Das & Mohapatra, 2020). Therefore, a hotel that prioritises providing excellent service would fail unless it employs people with exceptional skill sets to spearhead this endeavour. Organisations should make it a top priority to train their workers to become more competitive in the market and in the marketplace at large if they want to take on this massive task (Obiakor et al., 2024). The fields of organisational studies and human capital development are becoming more pertinent. Human capital development is seen by many organisations as crucial to attaining sustainable growth and keeping a competitive advantage in today's fast-paced and increasingly competitive global economy. Consequently, companies are investing heavily on their employees' professional development, aiming to raise their level of expertise in various areas. According to Ositadimma et al. (2025), the efficacy and performance of an organization as a whole are greatly affected by the quality and quantity of its human resources. Training, career planning, and overall health have a substantial impact on HR performance.

To succeed and keep customers satisfied, a company needs its most precious asset, its employees to perform at their best. The success of a company is dependent on how well its workers carry out their duties (Rahma & Akhter, 2021). Implementing thorough training programmes that increase staff members' skill sets and technical knowledge is crucial for achieving peak performance, which in turn promotes high-quality service delivery. Training is essential for the growth of each employee so that they may make a significant impact on the company.

Employees are the lifeblood of every company; therefore, investing in their growth should be a top priority. One of the most important factors in their dedication and output is the knowledge they receive. Individual staff may not be able to reach their full potential due to insufficient training opportunities, which in turn lowers total performance. In order to stay ahead of the



competition in today's global market, it is essential to find the right learning opportunities and provide them (Obiakor et al., 2023).

Many organisations, especially those in the public sector, fail to prioritise human capital development, according to Alothman (2025). This is especially true when it comes to training. A considerable decrease in production is the outcome of training deficiencies. This is why these companies must place a premium on providing their employees with specialised training. Increased productivity and a competitive edge in every area will result from this massive investment in staff training and education. Organisations that implement this strategy will surely become more efficient in the long run (Udodiugwu, 2022). Any business or group that manages to pull this off will, without a doubt, boost productivity and gain a competitive edge in every way.

Both industrialised and developing countries are beginning to acknowledge human capital as a key factor in economic development and prosperity. Okoh (2025) argues that human capital, a population's knowledge, health, capacities, and education, becomes crucial as countries aim to raise living standards and promote sustainable growth. The advancement of a nation is dependent on its ability to invest in its human capital in order to increase productivity, innovation, and competitiveness. Improving labour productivity, encouraging technological innovation, increasing returns on capital, and promoting sustainable growth are all outcomes of investing in human capital, according to macroeconomic theory. Because it boosts productivity, creativity, and economic growth, human capital development is essential for reaching sustainable development goals (Manioudis & Meramveliotakis, 2022). As a result, it does a lot to alleviate poverty and is an integral part of the manufacturing function across the economy. A person's employability and earning potential are both improved by education, which is a microeconomic proxy for human capital. Human capital is thus an essential part of company production since it has a direct impact on labour productivity and wages at the individual level. Human capital, as used here, is defined as an individual's skill and efficiency in producing goods and services from capital and raw resources (Yeshineh & Bekele, 2025). All parties involved agree that these abilities can be honed in a classroom setting.

Many Nigerian hotels continue to face issues with low productivity, inconsistent service, and significant staff turnover, even though human capital development is becoming more important. There are instances where employees' motivation and effectiveness on the job are significantly impacted due to a lack of training opportunities, confusing career development options, and insufficient attention to their well-being. Because of these difficulties, hotels may find it harder to compete and provide the kind of service that guests have come to expect. The extent to which worker development initiatives in Nigeria's hospitality sector actually boost productivity is unknown, despite claims to the contrary by a number of organisations. Therefore, it is important to conduct an empirical study on the effect of human capital development factors on the productivity of hotel employees in Nigeria. These factors include employee training, career planning, and well-being. To fill this knowledge vacuum, this study examined how human capital development affects hotel workers' output in Nigeria.



Objectives of the Study

The study examined the effect of human capital development on employee productivity of hotels in Nigeria. The specific objectives are to:

- i. Ascertain the effect of employee training on employee productivity of hotels in Nigeria.
- ii. Evaluate the effect of career planning on employee productivity of hotels in Nigeria.
- iii. Determine the effect of employee well-being on employee productivity of hotels in Nigeria.

Literature Review

Human Capital Development

Education, training, experience, and ongoing learning are all parts of human capital development, which aims to raise workers' level of competence in all areas of work. Its primary goal is to provide workers the knowledge and skills they need to do their jobs well and make positive contributions to the development and success of their companies. According to Asiaei et al. (2021), "human capital" is the sum of four factors: one's genes, one's education, one's work experience, and one's outlook on life and work. It stands for the company's personnel' accumulated expertise, which includes their knowledge, skills, creativity, and capacities (Deming, 2022). Any effort to improve human intelligence, competence, efficiency, and creativity is considered a human capital development (HCD) program (Diamantidis & Chatzoglou, 2019). Employee development, training, and human capital management are hence the primary areas of emphasis at HCD. There are a lot of things that influence worker productivity, but experts believe that investing in people's education and training is key to raising productivity (Reizer et al., 2019). Touted as "the largest and most crucial intangible asset of a business that ultimately provides the goods and services that customers seek or the solutions to their issues," human capital encompasses all of an organization's know-how, expertise, experience, abilities, and talents, as well as its potential for originality and advancement (Ryan, 2023). There is not a widely agreed-upon way to measure the impact of human capital investments on company bottom lines, even if these investments have been growing. It entails putting the wants and feelings of workers ahead of the organization's aims and objectives. People are the only real actors in business (Awode & Oduola (2025). Everything from physical goods to intangible relationships is a result of human deeds and cannot exist apart from people.

The term "human capital development" refers to the concerted attempts made by businesses and governments to help individuals grow professionally and personally in order to boost their efficiency and creativity. Workshops, professional development, mentoring, career planning, educational opportunities, staff well-being, and training programs are all examples of what may fall under these initiatives. Employees are able to adapt to new technology and work settings, as well as gain new skills, through these programs.



Employee Training

The training discussion centers on how it can help workers become more knowledgeable and competent, which in turn boosts the quality of their work and the service they provide (Osei, 2024). According to Chatterjee et al. (2023), training gives workers the skills they need to help their company function better. Systematic training, according to the literature (Khan et al., 2022), helps organisations achieve their goals and improve their people resources. According to Oyinlola et al. (2021) and Ramírez, Gallego, & Tamayo (2020), training efficacy is frequently disregarded in traditional HRM due to its emphasis on specialisation. According to Udodiugwu et al. (2024) and Tetteh (2024), training helps employees achieve their goals and perform at their best on the job. According to Deng et al. (2025), when training programs are designed to be effective, they boost motivation and commitment, which in turn increases productivity, improves quality, and decreases costs. According to Kintu et al. (2025), training has a clear correlation with employee performance and can give a company a competitive edge. Participation from employees is enhanced by well-managed training programs (Cahyati, 2023). According to Chokhov (2023), training has the potential to increase organisational commitment, which in turn boosts employee performance. When workers receive enough training, their performance improves (Devi & Indoria, 2023). Having contented workers makes management easier and increases the likelihood that workers will work toward organisational goals (Elsafty & Oraby, 2022). According to Fernanda et al. (2023), training and development programs greatly improve the performance of both employees and organisations. In order to foster the information, abilities, and competences necessary for efficient work performance, employee development is crucial. Loqmane (2025) argues that in order for training programs to be effective, they need to be customised to meet the needs of both the corporation and its employees. Because it equips workers with the knowledge, abilities, and abilities they need to do their jobs well, training is essential for raising productivity in the workplace (Mustafa-Sadiku, 2025). One of the most effective strategies for boosting employee performance and productivity in today's cutthroat business environment is training and development (Birdi et al., 2016). In addition to helping employees hone their own abilities, companies that invest in training programs see an uptick in cross-departmental collaboration, innovation, and productivity.

Career Planning

The term "career planning" is an ongoing and methodical procedure by which people take stock of their passions, strengths, values, and aspirations in order to chart a course for professional development. It entails deciding on a course of study, training, employment, and self-improvement that will allow one to advance in one's chosen career over time. According to Salleh et al. (2020), the purpose of career planning is to discover one's goals, desires, and possibilities in terms of one's professional life, and then to put plans in place to create human resource programs that will help one achieve those goals. According to research by Abubakar et al. (2022), career planning is best seen as an ongoing activity rather than a one-time program or event. Working one's way up the corporate ladder is a hallmark of this model, which benefits businesses and their employees alike. By investing more in their employees' career planning, companies may help workers not only take advantage of more possibilities to advance in their careers and achieve their full potential, but also boost morale, keep employees from wanting to leave, and increase retention rates (Lin, 2017). Employees may be more inclined to take charge of their own growth, particularly in areas where the organization places a premium, if a career planning system is effective in this regard. To succeed professionally over the long haul,



it's important to take stock of one's skills and areas for improvement, research one's options, and plan ahead. Employees are more motivated, committed, and productive when their professional aspirations are in line with those of their employer.

Employee Wellbeing

Organisational culture is strongly related to employee well-being. Employee happiness and productivity are both enhanced by an encouraging work environment that values teamwork, mutual respect, and public praise (Quigley et al., 2022). Recognised as critical components of employee well-being are opportunities for career development and flexibility. Flexible work arrangements, such as adjustable schedules and the option to take days off, can enhance work-life balance and decrease job stress, according to a study on flexibility and work well-being conducted by Ray and Pana-Cryan (2021). But if they aren't carefully reviewed, they could cause burnouts by blurring the lines between work and personal life. Employee wellness will determine the future of employment. Human resource management systems encompass a range of techniques that have the potential to enhance or limit employee well-being. Human resource methods that are centred on job resources, such as leadership that is supportive, opportunity for professional growth, and flexible work arrangements, are designed to help employees. Alternatively, according to Chadwick et al. (2022), the primary goals of challenging demand HR practices are efficiency gains, performance goals, and cost reduction. By combining the two, businesses may build workplaces that boost happiness without sacrificing efficiency. According to Priyadharshini and Surendar (2025), a company's performance is heavily dependent on its employees' happiness on the job, which in turn affects their productivity and contentment with their work. Employees are more likely to go above and beyond, think creatively, and work tirelessly to accomplish company objectives when they feel appreciated and supported.

The term "employee well-being" describes how satisfied workers are with their jobs generally. It includes one's physical, mental, and social well-being, and it shows up through both good and bad signs (Mauno et al., 2022). Tennant et al. (2007) included burnout, sleeplessness, psychological discomfort, and depression as negative indications, while meaning in life, happiness, and self-acceptance were listed as good indicators. Notably, the probability of "poor well-being" is heightened by the negative indicators, which in turn cause "turnover intention" (Zheng et al., 2015). In a variety of techniques, studies examining the state of employees' well-being have proliferated within the last decade. One possible explanation for this explosive growth is the following: (a) people's modern associations with work in relation to their organisations, which is shaped by factors such as digital transformation, automation, and the gig economy (Aboobaker & Shanujas, 2025; Tiwari et al., 2024). (b) The evolving characteristics of workers, including members of generation Z; diversity, equity, and inclusion (DEI); and neurodiverse employees (Iqbal et al., 2025; Hill et al., 2022); and (c) the evolving characteristics of workplaces, including WFH and remote work (Verma et al., 2023; Schifano et al., 2023).

Employee's Productivity

The term "productivity" describes how well workers carry out their duties and the results they produce. It takes into account the amount and quality of the job done. Performance is defined as the degree to which an individual achieves goals in comparison to predetermined criteria (Panda et al., 2022). Effective productivity management seeks to improve performance at both



the individual and organisational levels, as highlighted by Benos and Karagiannis (2016), who stress that employees' actions or inactions impact productivity. Job satisfaction, rewards, and individual skills and attributes are all factors that affect employee productivity, according to Busse et al. (2024). Productivity in organisations is the end consequence of workers' abilities working together to accomplish objectives (Udodiugwu et al., 2025). Through investing in their employees' professional growth, learning organisations boost output (Chatterjee et al., 2022). In order to evaluate performance and find and fix inconsistencies, management standards are crucial (Khan et al., 2022). Satisfied workers are more invested in the success of their company, which is why employee satisfaction is so important (Okunade et al., 2022).

Theoretical Framework

Human Capital Theory

Strategic expenditures in employee welfare, education, and training can increase production and efficiency, according to human capital theory. Gary Becker and Theodore Schultz, two prominent economists from the 1960s, popularised this idea by arguing that investments in education and training may lead to large increases in productivity. With the decline in the cost of education as civilisations amassed more physical resources, education became a crucial means of enhancing the workforce. As time went on, this concept developed into what is today known as human capital and became central to economic considerations as well as corporate finance. These days, businesses see their employees' ideas and knowledge as renewable resources that may propel them to new heights of innovation. New equipment or more money isn't always the answer when faced with complicated business problems; that much is certain. Recognising that workers' knowledge, skills, and capacities are critical to value creation and improving organisational performance is where human capital theory really shines. In order to promote organisational performance, this notion is generally acknowledged, as pointed out by Wuttaphan (2017). A number of researchers have built upon the work of Becker and Schultz to further our comprehension of how human capital grows.

Authors such as Adam Smith (2021), Davenport et al. (2020), and Wuttaphan (2023) have contributed significantly to the discussion. However, the pioneering work of Becker and Schultz on the topic of how training and education might increase worker productivity is still ahead of its time. Their central argument is that we can achieve higher economic output by educating people to think more critically. Nevertheless, there are sceptics. Economist Richard Freeman of Harvard University is among those who think human capital is more of a predictor of future success than a real component of output. His argument is that intrinsic motivation, continuous education, and efficient use of capital equipment are the three pillars upon which genuine productivity rests. The fact that training and incentive are essential parts of developing human capital highlights the complex nature of improving the workforce, even though he makes valid points. Simply put, human capital theory has been and will be a lighthouse on how to best use our most precious resource: our people. Marxist economists Herbert Gintis and Samuel Bowles argued that human capital theory undermined workers' rights and class conflict because it treated labour as capital. As a result of problems with describing economic behaviour caused by unrealistic assumptions about human motivations, behavioural economists in the 1980s and 1990s questioned the field's underlying premise that people act rationally. Critics in the modern sociological and anthropological schools of thought contend that the theory simplifies the relationship between human capital, productivity, and wealth too much, as variations in productivity do not always account for income inequality to a sufficient degree.



Hiring, onboarding, and training employees to increase productivity are the three pillars of human capital management that Automated Data Processing identifies. Based on the theory's claims that education and training boost productivity by increasing cognitive capacities, human capital development is essential for organisational efficiency.

Table 1: Empirical Studies

Author(s) & Year	Study Focus	Methodology	Key Findings	Identified Gap
Ositadimma et al. (2025)	Human capital & work quality	Survey of academic staff at Chukwuemeka Odumegwu Ojukwu University using a Likert-scale questionnaire	Training explained 88.3% of work quality variation; technical skills positively correlated with time management	Focused on academia; limited generalizability to service industries
Siri & Combarry (2025)	Human capital formation & income growth	Household surveys in Burkina Faso, regression & variance decomposition	Human capital endowments and returns significantly boost income growth	Macro-level study; did not examine organizational employee productivity
Paul & Chandramouli (2025)	Training & employee engagement/retention	Survey and interviews of hospital employees	Training enhances engagement, job satisfaction, retention	Focused on healthcare; limited to engagement, not productivity metrics
Loqmane (2025)	Training effectiveness & job satisfaction	Questionnaire, correlation & regression among employees in Türkiye	Positive effect of training on satisfaction	Did not examine productivity; cross-cultural applicability may differ
Yeshineh & Bekele (2025)	Skilled labor supply & economic growth	CGE model on Ethiopian economy	Skilled labor increases GDP, investment, exports	Macro-level; no micro-level employee productivity data
Okoh (2025)	Human capital & economic growth	Secondary data analysis in Nigeria using FMOLS	Education & health spending positively impact GDP	Macro-economic focus; lacks organizational employee-level analysis



Mutio & Gakobo (2025)	Employee wellness & NGO performance	Survey and regression of Kenyan environmental NGO employees	Wellness programs positively affect performance	Focused on NGOs; not hotels; limited to wellness dimension
Mustafa-Sadiku (2025)	Training & employee performance	Survey of employees in various firms	Continuous training improves job satisfaction & productivity	Limited to private firms; did not include career planning or well-being
Ofori et al. (2024)	Human capital & inclusive growth	Panel data from 43 African countries using SYS-GMM	Human capital promotes growth, but governance can negate effects	Macro-level; governance factor; lacks employee-level productivity focus
Ramadani & Wakhyuni (2024)	Career planning & retention	Qualitative interviews, observations, and documentation of PKSPT PP Pati Sari, Indonesia	Career planning increases retention via satisfaction & commitment	Limited sector (public service); did not quantify productivity effects
Bekele et al. (2024)	Human capital & economic sustainability	Panel data from 30 Sub-Saharan countries using augmented mean group	Human capital negatively affects sustainability if quality is low	Macro-level; emphasizes quality of education but ignores micro-level employee productivity

This study addressed key gaps in the existing literature by focusing specifically on hotels in South-South Nigeria, thereby providing sector-specific insights for the hospitality industry. Unlike previous studies that examined only one aspect of human capital development—training, career planning, or well-being—this research integrated all three dimensions to assess their combined and individual effects on employee productivity. By collecting primary data directly from employees, the study provided micro-level evidence of productivity outcomes, while the use of quantitative regression analysis offered statistically significant results. Additionally, the findings generated practical recommendations tailored to the hotel sector, addressing operational and managerial needs and filling the gap left by prior studies that were sector-general or macro-focused.



METHODOLOGY

Research Design

The study adopted a cross-sectional survey research design. This design was considered appropriate because it enabled the researcher to collect data from a large number of respondents at a single point in time. It was particularly suitable for this study because employees in hotels perform diverse operational and managerial roles, making it necessary to obtain standardized information from different categories of staff simultaneously. In addition, the survey design allowed the researcher to gather firsthand information directly from employees who were involved in the daily operations of the hotels, thereby increasing the reliability and relevance of the data obtained.

Population of the Study

The population of the study comprised 672 management staff and operational employees of selected 5-star and 4-star hotels located in the capital city of each state in South-South Nigeria. These included managers, supervisors, front desk staff, housekeeping staff, and other service personnel who were directly involved in hotel operations and whose productivity could be influenced by human capital development initiatives. The choice of these categories of employees was justified by the fact that they represent the core workforce responsible for service delivery in hotels. Furthermore, focusing on hotels in the state capitals ensured that the study covered establishments with relatively structured management systems, formal training programmes, and consistent employee development practices, thereby providing reliable data for assessing the impact of human capital development on productivity.

Sample Size and Sampling Technique

The sample size of 251 respondents for the study was determined using the Taro Yamane sample size determination formula, which provides a scientific and reliable approach for selecting a representative sample from a known population. The formula was adopted because it minimizes sampling error and ensures that the selected respondents adequately represent the entire population of the study. To select respondents for the study, the stratified random sampling technique was used. This technique was considered suitable because the population consisted of different categories of hotel employees occupying various job positions. The population was first divided into relevant strata such as managerial staff and operational staff. Thereafter, respondents were randomly selected from each stratum in proportion to their size in the population. This method ensured fairness in selection, improved representativeness, and enhanced the credibility of the findings by giving all members of the population an equal opportunity to participate in the study.

Methods of Data Collection

The study utilized primary sources of data. These were obtained through the administration of structured questionnaires to employees of the selected hotels. Primary data were considered appropriate because they provided direct and current information regarding human capital development practices and employee productivity within the organizations studied.

The major instrument used for data collection was a structured questionnaire designed by the researcher. The questionnaire consisted of two sections. Section A contained demographic



information of the respondents such as gender, age, educational qualification, and years of work experience. This information helped the researcher understand the background characteristics of the respondents and ensured proper classification during analysis. Section B contained statements relating to human capital development and employee productivity measured on a five-point Likert scale ranging from Strongly Agree to Strongly Disagree. The Likert scale was adopted because it allowed respondents to clearly express the degree of their opinions regarding each statement.

Copies of the questionnaire were distributed personally by the researcher with the assistance of trained research aides to staff of the selected hotels. This approach increased the response rate and also provided an opportunity to clarify issues that respondents did not clearly understand. Respondents were given adequate time to complete the questionnaire, after which the completed copies were retrieved for analysis.

To ensure the face and content validity of the research instrument, the questionnaire was reviewed by experts in marketing, hospitality management, and research methodology. Their professional suggestions and corrections were incorporated into the final version of the instrument to ensure that it adequately measured the variables of the study and aligned with the objectives of the research.

The reliability of the instrument was tested through a pilot study involving employees from selected 5-star and 4-star hotels who were not part of the main study. The responses obtained from the pilot test were analyzed using Cronbach's Alpha to determine the internal consistency of the questionnaire items. A reliability coefficient of 0.70 or above was considered acceptable, indicating that the instrument was reliable and suitable for the main study.

Method of Data Analysis

Data collected from the field were analyzed using both descriptive and inferential statistical techniques. Descriptive statistics such as frequency tables and percentages were used to summarize and present the responses of the respondents in a clear and understandable form. In addition, regression analysis was used to examine the effect of human capital development on employee productivity in the selected hotels. Regression analysis was considered appropriate because it enabled the researcher to determine the nature and strength of the relationship between the independent variable (human capital development) and the dependent variable (employee productivity). The analysis was carried out using the Statistical Package for Social Sciences (SPSS) because of its accuracy, reliability, and ability to handle large datasets efficiently. The use of SPSS also enhanced the credibility and scientific rigor of the study's findings.



RESULTS OF DATA ANALYSIS

A total of 251 questionnaires were distributed, while 239 were returned properly filled and used for the analysis. Therefore, the response rate was 95%.

Table 2: Demographic Profile of Respondents (N = 239)

Variable	Category	Frequency	Percentage (%)
Gender	Male	128	53.6%
	Female	111	46.4%
Age	18–25 years	52	21.8%
	26–35 years	97	40.6%
	36–45 years	63	26.4%
	46 years and above	27	11.3%
Educational Qualification	SSCE	38	15.9%
	OND/NCE	74	31.0%
	HND/B.Sc.	96	40.2%
	Postgraduate	31	13.0%
Work Experience	1–5 years	89	37.2%
	6–10 years	76	31.8%
	11–15 years	48	20.1%
	16 years and above	26	10.9%

Source: field survey (2026)

The demographic profile of the respondents shows that out of the 239 participants, 128 (53.6%) were male, while 111 (46.4%) were female, indicating a slightly higher representation of male employees in the hotels studied. In terms of age distribution, the majority of respondents, 97 (40.6%), were between 26–35 years, followed by 63 (26.4%) within the 36–45 years range, 52 (21.8%) between 18–25 years, and 27 (11.3%) aged 46 years and above. This suggests that most employees are within the active and productive age bracket. Regarding educational qualification, 96 respondents (40.2%) possessed HND/B.Sc. degrees, 74 (31.0%) held OND/NCE certificates, 38 (15.9%) had SSCE qualifications, and 31 (13.0%) had postgraduate degrees, indicating that the workforce is relatively well-educated. Concerning work experience, 89 respondents (37.2%) had 1–5 years of experience, 76 (31.8%) had 6–10 years, 48 (20.1%) had 11–15 years, and 26 (10.9%) had 16 years and above. This implies that a significant proportion of the employees possess moderate work experience, which may positively influence productivity in the hotels.

Table 3: Human Capital Development and Employee Productivity

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	-3.400	.861		-3.950	.000		
Employee training	.259	.032	.292	8.170	.000	.837	1.194
Career planning	.753	.060	.622	12.479	.000	.432	2.314



Employee well-being	.164	.048	.161	3.394	.001	.475	2.107
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a. Dependent Variable: employee productivity

Source: field survey (2026)

The individual coefficient results show that all three variables have positive and significant effects on employee productivity. Career planning has the strongest positive effect ($B = 0.753$; $\beta = 0.622$; $p < 0.05$) on employee productivity, followed by employee training ($B = 0.259$; $\beta = 0.292$; $p < 0.05$), and employee well-being ($B = 0.164$; $\beta = 0.161$; $p < 0.05$). This implies that improvements in career planning contribute most significantly to productivity growth, while training and well-being also meaningfully enhance performance. Furthermore, the tolerance and VIF values indicate no multicollinearity problem, confirming that the independent variables are sufficiently distinct and reliable predictors of employee productivity.

Table 4: Analysis of Variance

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	160.153	3	53.384	232.474	.000 ^b
	Residual	53.964	235	.230		
	Total	214.117	238			

a. Dependent Variable: employee productivity

b. Predictors: (Constant), employee training, career planning, employee well-being

Source: field survey (2026)

The ANOVA result reveals that the regression model is statistically significant ($F = 232.474$; $p = 0.000$). Since the p-value is less than 0.05, it indicates that employee training, career planning, and employee well-being jointly have a significant effect on employee productivity. This means that human capital development, taken as a whole, plays a crucial role in enhancing productivity levels within the organization.

Table 5: Model Summary

Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.865 ^a	.748	.745	.479

a. Predictors: (Constant), employee training, career planning, employee well-being

The results of the regression analysis indicate a strong relationship between human capital development variables and employee productivity. The R^2 value of 0.748 implies that 74.8% of the variation in employee productivity is explained by the combined effect of the independent variables. The adjusted R^2 of 0.745 further confirms the robustness of the model, while the standard error of estimate (0.479) indicates a relatively low level of prediction error, suggesting that the model provides a good fit for the data.



DISCUSSION OF FINDINGS

Employee training, which ranks second in effect ($B = 0.259$; $\beta = 0.292$; $p < 0.05$), shows a positive and significant effect on productivity. This result is consistent with Ositadimma et al. (2025), who reported that training accounted for the variations in work quality among academic staff, highlighting the strong explanatory power of training in improving performance. Similarly, Mustafa-Sadiku (2025) found a significant positive association between training frequency and employee productivity, with workplace training explaining a high variation in performance evaluations. These studies reinforce the present finding that investment in employee training meaningfully enhances productivity.

Career planning has the strongest positive effect on employee productivity ($B = 0.753$; $\beta = 0.622$; $p < 0.05$), indicating that structured career progression significantly enhances performance. This finding aligns with Ramadani and Wakhyuni (2024), who found that effective career planning improves employee retention, job satisfaction, and organizational commitment, all of which contribute to better performance outcomes. It also supports the findings of Siri and Combarry (2025), who demonstrated that improvements in human capital endowments and returns significantly drive income growth. Although their study was conducted at the macroeconomic level, the implication is consistent: structured development pathways, such as career planning, strengthen productivity and performance outcomes.

Employee well-being, though the least influential among the three predictors ($B = 0.164$; $\beta = 0.161$; $p < 0.05$), still exerts a significant positive effect on productivity. This finding aligns with Mutio and Gakobo (2025), who established that employee wellness programmes significantly improve organizational performance in environmental non-governmental organizations. It is also supported by Paul and Chandramouli (2025), who found that structured developmental initiatives, including employee support systems, enhance engagement and retention within hospital settings. Together, these studies corroborate the present result that promoting employee well-being contributes positively to improved performance and overall productivity.

CONCLUSION

The study concludes that human capital development significantly influences employee productivity. Among the three key dimensions examined, career planning emerged as the strongest predictor, followed by employee training and employee well-being. Career planning provides employees with clear growth paths and advancement opportunities, fostering motivation and commitment that enhance performance. Training equips employees with the necessary skills and knowledge to perform their roles efficiently, while well-being initiatives support employees' physical, mental, and emotional health, enabling sustained productivity. Collectively, these findings underscore that investing in comprehensive human capital development strategies is crucial for improving individual and organizational performance.



RECOMMENDATIONS

- i. Organizations should implement structured career development frameworks, including promotion pathways, mentorship programs, and professional growth plans, to maximize employee engagement and productivity.
- ii. Continuous and targeted training programs should be provided to strengthen employees' technical and soft skills. Organizations should adopt both on-the-job and off-the-job training approaches to meet evolving work demands.
- iii. Companies should invest in employee wellness programs that address physical, mental, and emotional health, such as counseling services, fitness initiatives, and stress management workshops.

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