

The Impact of Manpower Training and Development on Employee Performance in Benue Investment and Property Company

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Abstract: This study investigated the impact of manpower training and development on employee performance within Benue Investment and Property Company (BIPC). The research aims to assess the extent to which staff training and development are integrated into the organization's strategic objectives for enhancing job performance. It further examines the various types of training programmes available to employees and evaluates their perceptions regarding how these initiatives influence their skills, knowledge, and competencies. The study also assessed the tangible effects of manpower training on employees' productivity, work quality, and efficiency. The methodology employed a mixed-methods approach, combining structured questionnaire administered to a representative sample of employees with in-depth interview of management personnel. This study adopted Human Capital Theory as its framework of analysis. Quantitative data were analyzed using descriptive and inferential statistics, whilst qualitative insights were thematically analyzed. Findings indicate that staff training and development are indeed part of BIPC's strategic framework, with a variety of training programmes aimed at improving employee competencies. Employees perceive these training initiatives positively, noting significant improvements in their skills, knowledge, and confidence. The study also found a strong correlation between manpower training and increased employee productivity, enhanced work quality, and greater operational efficiency. The conclusions drawn suggest that manpower training is a vital driver of employee performance in BIPC. To optimize these benefits, the study recommends increased investment in diverse training programmes, regular assessment of training effectiveness, and fostering a culture of continuous learning. These measures are expected to further enhance employee capabilities and overall organizational performance.

Introduction

The major goal of every organization, whether private or public, is to enhance performance, which largely depends on the competence and quality of its human resources. Recognizing that employees are the main drivers of achieving organizational objectives, responsible entities emphasize the importance of

adequately training and equipping workers to develop their knowledge, skills, and abilities. Singh and Mohanty (2012) highlight training as a vital tool for boosting productivity and achieving goals, with employee capacity and expertise derived from training playing a crucial role at all levels of the organization (Dialoke, Ukah & Ikoro, 2016). In the

context of rapid technological advancements, automation, and globalization, training becomes even more essential to adapt to evolving administrative and diversity management demands.

The effective management of human resources is particularly critical for organizations like Benue Investment and Property Company (BIPC). Established in 1979, BIPC was charged with the responsibility of stimulating the state's economic growth through activities such as mobilizing funds, engaging in property development, and supporting MSMEs across sectors like agro-business, real estate, minerals, oil and gas, and transport. The company's revenue streams include consultancy services, rent from properties, commodity trading, and equipment hire, with its repositioning aimed at consolidating revenue sources, reducing leakages, and diversifying income to strengthen the government's financial capacity for development projects (BIPC, 2020).

The success of BIPC's mandates largely depends on the quality of its human resources, making manpower training essential. Effective training enhances staff performance by improving job-specific skills such as property management, investment analysis, and customer service, which can lead to increased productivity and organizational effectiveness (Aguinis & Kraiger, 2009). Moreover, training demonstrates organizational commitment to employee development, boosting morale, engagement, and loyalty, which correlates with better job performance and reduced turnover (Memon et al., 2016). Well-designed programmes also help minimize operational errors crucial in property investment where mistakes can be costly by promoting error management skills (Grossman &

Salas, 2011). In the rapidly evolving property and investment sectors, training equips staff with skills to adapt to technological and market changes. This study, therefore, seeks to examine the influence of manpower training on employee performance within BIPC. Specifically, the study sought to: examine the types of staff training and programmes available to staff of Benue Investment and Property Company (BIPC); and assess how manpower training has affected employees' productivity, work quality, and efficiency in BIPC.

Conceptual Review

Manpower Training and Development: Manpower training is a vital process aimed at developing the skills, knowledge, habits, and attitudes of employees to enhance their effectiveness both in their current roles and for future responsibilities. Various scholars define training differently, but the core idea centers on developing individuals to meet organizational needs. Avasthi (2006) emphasizes that training involves integrating employees into the organization and continuously equipping them with relevant skills through planned efforts.

The operational definition of staff training for this study is a systematic, cyclical process involving the identification of training needs, the design and implementation of targeted programmes, and the evaluation of outcomes, aimed at enhancing employees' knowledge, skills, attitudes, and adaptability over time. This process seeks to maximize individual performance and organizational effectiveness by fostering continuous improvement and closing performance gaps, with a particular focus on its impact within the Nigerian public sector to better understand its role in employee performance and organizational success.

On the other hand, manpower development is a more operationally, as the deliberate projection and building of specific skills to meet economic and organizational demands, updated continuously in response to technological change. Mbat (1992), for his part, situates manpower development as the very foundation of economic development, insisting that trained manpower only becomes a true asset when properly utilized. Taken together, these definitions suggest that manpower development is best understood as a continuous, planned process of building and updating human skills and capacities, undertaken not for its own sake but to serve organizational and national development objectives.

Job Performance: Job performance, in its simplest form, refers to output. To effectively reward employees, organizations need clear criteria for evaluating performance, which can be challenging due to the difficulty in distinguishing between quantity and quality. Performance is a multi-dimensional concept that varies depending on several factors and can be viewed as a record of outcomes achieved by staff (Chukwuma, 2020; Ali & Zia-ur-Rehman, 2014). These authors collectively portray performance as a multifaceted and socially constructed concept that encompasses both observable behaviours and tangible outcomes, influenced by individual motivation, organizational context, and broader criteria such as efficiency, effectiveness, and quality. They highlight that performance involves complex interactions between employee actions, mental and physical effort, and results, which can be assessed independently or together. Managing performance requires understanding these dynamics, considering both inputs (behaviours) and outputs (results), and

recognizing the influence of motivation and organizational factors in achieving overall success.

Theoretical Framework

This study adopts Human Capital Theory as its framework of analysis. Originally proposed by Schultz in 1961 and later developed by Becker (1964), the theory emphasizes that human capital is a critical determinant of organizational success. It views human resources as the main form of capital comprising knowledge, expertise, and skills accumulated through education and training that enhances service delivery.

The Human Capital Theory is based on the assumption that individuals are rational actors who invest in education and training to maximize their utility, expecting higher wages and better employment prospects as returns (Becker, 1964). It presumes that human capital skills and knowledge can be measured and transferred across different jobs and organizations, facilitating efficient labor market functioning and resource allocation (Mincer, 1974). This transferability and measurability underpin the idea that investments in human capital enhance individual productivity, benefiting both workers and the broader economy.

Additionally, the theory assumes that labor markets operate efficiently, with wages reflecting the marginal productivity of workers, and that both employers and employees have access to perfect information to make optimal decisions (Becker, 1964). It also posits that investments in education and training are voluntary, driven by the expectation of future economic gains, and that individuals have agency over their development choices (Schultz, 1961). Collectively, these assumptions support the view that human capital investments are strategic,

fostering individual mobility and economic growth.

Human Capital Theory is highly relevant to this study as it provides a framework for understanding how investments in manpower training and development impact employee performance. For organizations like Benue Investment and Property Company (BIPC), continuous training enhances employees' skills and knowledge, making them adaptable to market trends, regulations, and industry best practices. The theory underscores the importance of measuring the return on investment (ROI) of training initiatives through productivity metrics, employee engagement, and job satisfaction, which can reinforce the value of investing in human capital. By fostering ongoing learning and skill development, BIPC can build a loyal, competent workforce capable of contributing to long-term organizational growth and innovation.

Research Methodology

In this study, a total of 353 staff members of BIPC, including administrative, technical, and support staff, were surveyed using a census sampling technique, ensuring comprehensive coverage of the entire population. A total of 343 copies of questionnaire were administered but only 335 copies were returned amounting to 97% response rate. On the other hand, 8 respondents were interviewed. The interviews were conducted with management staff at the Makurdi head office, guided by prepared questions, and were audio-recorded and transcribed for analysis, providing in-depth qualitative insights into management perspectives on training practices.

The collected data were analyzed using both quantitative and qualitative methods. Quantitative data from questionnaires were examined with frequency tables and simple percentages to

summarize responses, while qualitative data from interviews were analyzed through thematic analysis, involving coding and identifying key themes. This mixed-methods approach enabled a comprehensive understanding of the relationship between manpower training and job performance within BIPC, combining statistical summaries with rich, narrative insights.

Result and Discussion of Findings

This section deals with data presentation, analysis and discussion of findings in line with the specific objectives of the study which include to: examine the types of the staff training and programmes available to staff of Benue Investment and Property Company (BIPC); and assess how manpower training has affected employees' productivity, work quality, and efficiency in the company.

Types of staff training and programmes available to staff of BIPC

This objective aims to explore the various types of staff training and development programmes available to employees at BIPC. It seeks to identify the range of training initiatives implemented within the organization, examining how these programmes are structured to enhance employee skills, knowledge, and overall performance.

Table 1: Types of training programmes available in BIPC

Options	Frequency	Percentage
On-the-job training	132	39
Workshops and seminars	72	21
Online/e-learning courses	52	16
Leadership development programmes	46	14
Technical skills training	33	10
Total	335	100

Source: Field Survey, 2026

The analysis of Table 1 shows that on-the-job training is the most common at BIPC, accounting for 39% of initiatives, followed by workshops and seminars at 21%, and online or e-learning courses at 16%, reflecting a shift towards digital platforms. Leadership development programmes make up 14%, emphasizing the focus on nurturing future leaders, while technical skills training constitutes 10%, targeting specific technical competencies. This diverse training framework suggests that BIPC aims to build a competent, motivated, and adaptable workforce, supporting improved organizational performance aligned with its strategic goals.

Interviewees also identified several types of training programmes carried out by the management of the company. For instance, an Accountant with the company explained that: Currently, BIPC offers a variety of training programmes including technical skills workshops, customer service training, leadership development courses, and computer literacy programmes. There are also specialized seminars focused on property management and investment analysis (KII, March, 2026). Another respondent, argued that: The training programmes mainly focus on enhancing technical skills related to property valuation, investment strategies, and financial analysis. Additionally, there are courses aimed at improving communication, negotiation, and customer relationship management (KII, February, 2026).

Table 2: How often are new training programs introduced

Options	Frequency	Percentage
Regularly (monthly/quarterly)	184	55
Occasionally (once or twice a year)	107	32
Rarely or never	44	13
Total	335	100

Source: Field Survey, 2026

The findings from Table 2 reveal that a majority of staff at BIPC are introduced to new training programmes on a regular basis, with 55% of respondents indicating that such programmes are implemented either monthly or quarterly. Conversely, 32% of respondents reported that new training programmes are introduced occasionally, once or

twice a year. This moderate frequency indicates that while some employees benefit from periodic training, there may be gaps in continuous development, potentially leading to skill stagnation or difficulties in keeping pace with rapid industry changes. A concerning 13% of staff reported that new training programmes are rarely or never introduced. The

implications for management include the necessity to maintain or increase the frequency of training programmes to ensure comprehensive staff

development, thereby positively influencing overall job performance and organizational success.

Table 3: Do the available training programmes fulfill your learning needs?

Options	Frequency	Percentage
Fully fulfill	218	65
Partially fulfill	92	29
Do not fulfill	25	7
Total	335	100

Source: Field Survey, 2026

The results from Table 3 indicate that a significant majority of employees at BIPC perceive the available training programmes as effective in meeting their learning needs. Specifically, 65% of respondents (218 out of 335) reported that the training programmes fully fulfilled their learning needs. However, the data also reveals that a notable 29% of employees (92 respondents) felt that the training programmes only partially fulfilled their learning needs. A smaller proportion, 7% (25 respondents), reported that the training programmes did not fulfill their learning needs at all. Although this is a relatively low percentage, it highlights that certain employees are not benefitting from the current training offerings.

The implications of these findings are significant for BIPC's strategic approach to staff training and development. The high percentage of employees satisfied with the training programmes suggests that the organization's efforts are largely aligned with its strategic objectives of enhancing employee performance and organizational effectiveness.

Manpower Training and Employees' Productivity, Work Quality and Efficiency in BIPC

The primary objective of this discussion is to analyze the relationship between manpower training and its impact on employees' perceptions of productivity, work quality, and efficiency within the context of BIPC.

Table 4: Since participating in training, my productivity has:

Options	Frequency	Percentage
Significantly increased	218	66
Slightly increased	85	25
Remained the same	11	3
Decreased	21	6
Total	335	100

Source: Field Survey, 2026

The results in Table 4 shows that most employees at BIPC perceive a positive impact of training on their productivity, with 66% (218 employees) reporting a significant increase and 25% (85 employees) indicating a slight increase. A small portion, 3% (10 employees), felt their productivity remained unchanged, while 6% (21 employees) experienced a decline, possibly due to irrelevant training content or workflow disruptions. These findings underscore the importance of tailoring training programmes to better meet individual and departmental needs to ensure all employees benefit equally from such initiatives. The implications of these results are significant for how employees perceive the influence of manpower

training on their job skills and competencies. The overwhelmingly positive perception underscores the value employees place on training as a tool for professional growth. It enhances their confidence in their abilities, motivates continuous learning, and fosters a culture of development within BIPC.

Many interviewees also said they have noticed much improvement since their participation in training programme. For instance, the Production Manager, opined that: “Yes, I have definitely noticed an increase in my productivity. The training provided me with better techniques and time management skills, which allow me to complete tasks more quickly and accurately (KII, March, 2026).

Table 5: Rating the improvement in the quality of your work since participating in the training programmes

Options	Frequency	Percentage
Excellent	122	37
Good	162	48
Neutral	32	9
Poor	10	3
Very Poor	9	3
Total	335	100

Source: Field Survey, 2026

The results from Table 5 shows that most BIPC employees perceive the training programmes as positively impacting their work quality, with 37% rating their improvement as “Excellent” and 48% as “Good,” totaling nearly 85% who saw notable benefits. A small 9% remained neutral, while only 3% expressed dissatisfaction, indicating minimal negative perception. These findings suggest that the

training effectively enhanced employees' skills and confidence, fostering motivation, job satisfaction, and a sense of competence. Such positive perceptions are likely to lead to improved productivity, higher work quality, and a more capable workforce, underscoring the importance of ongoing investment in targeted training to boost organizational performance.

Table 6: How has your efficiency in completing tasks changed since the training?

Options	Frequency	Percentage
Substantially increased	164	48
Moderately increased	144	44
No change	5	1
Slightly decreased	6	2
Moderately decreased	7	2
Substantially decreased	9	3
Total	335	100

Source: Field Survey, 2026

The results from Table 6 shows that a significant majority of BIPC employees perceived improvements in their task efficiency after training, with 48% reporting a substantial increase and 44% indicating a moderate boost, highlighting the training's positive impact on their skills and performance. Only 1% reported no change, and a small fraction experienced a slight or moderate decrease in efficiency (2% and 3%, respectively), which may be due to personal factors or mismatches between training and job roles but are minimal compared to the overall positive perception. These findings underscore the effectiveness of the training programs and the importance of ongoing staff development.

Furthermore, several respondents confirmed that their efficiency in completing tasks has improved as a result of training. For instance, the Sales Manager, argued that: “training has helped me understand the standards expected in my role and has equipped me with new skills that improve my precision and attention to detail. This has led to fewer errors and a higher quality of output in my daily tasks”. Another respondent opined that: the training has significantly enhanced my efficiency. I now plan my work better, prioritize tasks effectively, and use new tools and methods learned during the training. This has enabled me to meet deadlines more consistently and reduce the need for last-minute rushes” (KII, February, 2026).

Table 7: Rating overall work performance improvement following the training programme

Options	Frequency	Percentage
Substantially increased	166	49
Moderately increased	124	37
No change	34	10
Slightly decreased	3	1
Moderately decreased	6	2
Substantially decreased	5	1
Total	335	100

Source: Field Survey, 2026

The results from Table 7 indicates that most employees at BIPC perceived a positive impact of the training on their work performance, with 49% reporting a substantial increase and 37% noting a moderate improvement, reflecting the training's success in enhancing skills and confidence. A small segment, about 10%, reported no change, while only a few individuals experienced a decline in performance, which may be due to individual circumstances or perceptions of relevance. These findings suggest that the majority viewed the training as effective for skill development, boosting motivation and engagement, and fostering a culture of continuous professional growth. However, the few who did not benefit or perceived declines highlight the importance of ongoing evaluation and tailoring of training programmes to better address individual needs and maximize organizational benefits.

Discussion of Findings

The findings from this study reveal that BIPC offers a diverse array of training programmes aimed at enhancing employee skills, knowledge, and overall performance. The most prevalent type is on-the-job training, which accounts for 39% of initiatives, reflecting a trend supported by extant literature that emphasizes the effectiveness of practical, workplace-based learning environments in developing competencies (Noe, 2017). On-the-job training allows employees to acquire skills directly relevant to their roles, fostering immediate application and reinforcing learning through real work experiences. Additionally, the data indicates that a significant proportion of staff (55%) are introduced to new training programmes regularly either monthly or quarterly highlighting the organization's commitment to continuous professional development. This aligns

with the findings of Govaerts et al. (2011), who argue that ongoing training is critical in maintaining high levels of employee competence and adapting to industry changes.

Moreover, the high level of employee satisfaction where 65% of staff felt that the training programmes fully meet their learning needs suggests that BIPC's training initiatives are well-aligned with individual development goals and organizational objectives. This is consistent with Aguinis and Kraiger's (2009) research, which emphasizes those effective training programmes should be tailored to meet learners' needs to enhance motivation and performance. The positive perceptions of training's impact on productivity, work quality, and efficiency further corroborate the existing body of evidence linking employee development to organizational success. For instance, 66% of employees reported a significant increase in productivity following training, and 85% perceived improvements in work quality, which supports the assertion by Birdi et al. (2008) those well-implemented training initiatives, can lead to higher work standards and organizational effectiveness.

Furthermore, the majority of respondents indicated that training has substantially or moderately improved their overall work performance, with 86% perceiving positive changes. These perceptions are reflected in qualitative feedback from interviewees, such as a Production Manager noting better techniques and time management, and a Sales Manager highlighting enhanced task efficiency through new skills learned. These insights reinforce the idea that targeted training not only enhances technical skills but also contributes to increased motivation, confidence, and job satisfaction factors

that are crucial for fostering a high-performance organizational culture.

Conclusion

The findings of this study demonstrate that BIPC has made commendable efforts to implement a diverse array of training and development programmes aimed at enhancing employee skills and overall performance. The prominence of on-the-job training indicates a strategic focus on practical, experiential learning that directly benefits employees in their roles. The frequent introduction of new training initiatives reflects a strong commitment to continuous professional development, which is essential for keeping pace with industry changes and maintaining a competent workforce. The high levels of employee satisfaction and perceived improvements in productivity, work quality, and overall performance suggest that these programmes are largely effective and well-aligned with both individual and organizational objectives. Employees have reported tangible benefits such as increased efficiency, improved techniques, and greater confidence, all of which contribute positively to organizational success. Nonetheless, some gaps remain, especially regarding the relevance and frequency of training updates, highlighting the need for ongoing evaluation and customization to better meet diverse employee needs.

Recommendations

To further optimize training outcomes, it is recommended that BIPC increase the frequency and accessibility of training sessions, especially in areas where staff feel their needs are only partially met. Tailoring training content to specific roles and individual skill gaps can boost relevance and engagement, while investing in expanding digital

learning platforms can accommodate diverse learning preferences. Regular feedback and evaluation mechanisms should be implemented to ensure programmes stay aligned with organizational and employee development goals. Additionally, strengthening leadership development initiatives and creating clear pathways for career advancement and development will help nurture future organizational leaders. Promoting a culture of continuous learning and professional growth will motivate employees, foster innovation, and ensure sustained organizational performance, enabling BIPC to build a highly skilled, motivated, and resilient workforce

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