
Effect of training and development on employee performance in Gaya local government, Kano state

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Abstract

The employees in Gaya Local Government are performing diligently, while others are not performing well due to lack of training and other developmental facilities that will motivate them. This research was designed to assess the 'Effect of Training and Development on Employees' Performance in Gaya Local Government Area of Kano State. Training and development serves as the independent variable while employee's performance serves as the dependent variable of the study. Sample sizes was obtained from Gaya LGA using Krejcie and Morgan's 1970 table of sample size determination as the focused respondents of the study out of a population of 793 out of which a sample size of 260 obtained. Simple Random Sampling technique was used, and a structured questionnaire items were adapted from previous works. The Statistical Package for Social Science (SPSS) was employed in running the data and testing the hypotheses. Multiple Regression was used to analyze the Effects of Training and Development on Employees Performance as the variables under investigation. The multiple regression analysis measured the effects of each of the dimensions/constructs against the dependent variable and identified the degree of the effect between the independent variable and the dependent variable. The result of the study indicates that training needs assessment and training programmes has significant and positive effect on employee performance in Gaya, Local Government Council. However, selection criteria, motivational effect and training evaluation has insignificant effect in Gaya Local Government. Therefore, based on these findings, it was recommended that the management of the Gaya local government should raise motivational effect and pay much attention to selection criteria and training evaluation so as to boost their productivity.

Keywords: Employees Performance, Development, Training, Training needs, Training Programmes.

1. Introduction

The effects of different training improve the organizational performance within various departments of a government offices. Using training methods positively impact on the organizational performance, highlighting that structured training programs could enhance employee skills and provide organizational outcomes. The impact of training evaluation on

organizational performance has been explored in various studies, revealing critical insights into how effectively training programs influence organizational outcomes (Said et al., 2022)

Blessing A. (2010) conducted a study on effect of training on employee's productivity in public service organisation in Ikeja Nigeria. The study focused on employees under local government, where

it concluded that training has positive effect on productivity in terms of knowledge and skills.

Organizations in the public sector are under growing pressure to improve worker productivity and performance globally. The fact that a sizable percentage of the public sector's staff is supported by large sums of money from government grants, charitable donations, and public taxes serves as the foundation for this pressure. Notably, the experiences of numerous public sector workers show that initiatives like layoffs, increased workloads, and assigning positions to less qualified individuals have not resulted in significant changes in service delivery, despite numerous restructuring attempts and reforms intended to boost employee productivity and efficiency.

Employee's performance can be viewed as the way employees discharge their duties. If they discharge their duties effectively and efficiently, then it could be said that they are performing well, otherwise, their performance can be said to be bad. As an essential arm of governance in Nigeria, local governments hold significant responsibility for grassroots socio-economic development, as outlined in the 1999 Constitution (Jegede, 2022). This includes functions such as economic planning, maintenance of primary education, and public health services. However, the successful execution of these duties relies not only on legislative frameworks and political leadership but also on the administrative machinery primarily the employees who implement policies and programs (Jegede, 2022). Therefore, training and development initiatives impact employee performance is crucial for ensuring that local governments can fulfill their mandates effectively. The major objective of this study is to assess the effect of training and development on employees performance in Ajingi local government Area in Kano State.

2. Literature Review

Conceptual Framework

Concept of Training and Development

Training is a commonly used term which has various meanings to various people, yet it is a very important concept to all society. Some scholars regard training as simply taken to mean impartation of 'knowledge', 'enlightenment' or 'wisdom'. Davidson (2022) defines training 'as the process of teaching and giving instruction, the process of improving'. Similarly, Cambell (2019) states that training refers only to instruction in technical and mechanical operations while development refers to philosophical and theoretical educational concept. Training is designed for non-managers while development involves managerial personnel. Training courses are typically designed for a short term, stated purpose, such as the operation of some piece (s) of machinery while development involves a broader education for long-term purpose. Training is for short-term while development is for long-term. Training is for specific job-related purpose while development is for general purpose. The purpose of a training needs assessment is to identify performance requirements and the knowledge, skills, and abilities needed by an agency's workforce to achieve the requirements. An effective training needs assessment will help direct resources to areas of greatest demand. The assessment should address resources needed to fulfill organizational mission, improve productivity, and provide quality products and services. A needs assessment is the process of identifying the "gap" between performance required and current performance.

TNA is a vital part of the training design process which endeavors to reduce the 'gap' by finding out what needs to be learnt. Without TNAs, there can be no

solid prognosis to diagnose if the whole training process was correctly designed, (Wright, Gardiner and Moynihan, 2020). Selection is vital functions of human resource management for any type of organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2020). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of training and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost (Ofori & Aryeetey, 2021).

Once an employee's training and development is planned, it is then necessary to design the various training programmes that will be offered. In each case then this involves setting instructional objectives, determining program content, and designating on training methods and techniques. Specially designated training and development professionals especially for programs to be offered several items, or left to the individual instructors may do the designing work. (Heneman et al., 1996). Employee motivation is the driving force behind individuals' persistence in pursuing a particular course of action. It involves the reasons why people choose one action over others and continue with that action, even in the face of difficulties and challenges. Similarly, Gregory (2021) defines it as the "set of forces that lead people to behave in particular ways," emphasizing that motivation stems from specific factors that drive an individual to work toward a desired outcome.

Evaluation of training and development

Evaluation and monitoring are processes used to measure the training and development program efficacy and

efficiency. Evaluation is therefore the means of measuring a training program's effectiveness. Training programs can be evaluated at four main levels, according to Kirkpatrick and Kirkpatrick (2006). The first stage is to measure the reactions of participants to the training programme. To this step, Kirkpatrick and Kirkpatrick refers to the satisfaction of customers. The second level assesses the occurrence of learning as a result of the training. Have the participants gained the skills or information that are part of the goals? The third level of assessment assesses the extent to which the participants who attended the training program are affected by behavioral change on the job. The use of performance assessments aiming to gauge the new competencies is another strategy with this level of assessment. The fourth level tries to measure the ultimate results achieved when staff participated in the training.

Fernando and Dissanayake (2019) defined employee performance as how employees carry out the tasks assigned to them within stipulated deadlines. Thus, performance relates to the efficacy, quality, and efficiency of a task for an individual employee. According to Pradhan (2016), employees' performance is more likely to be enhanced when they are allowed to participate in decision-making and contribute to the implementation of change that affects them. Moreover, employee performance is not solely an individual concern but also a collective one. As noted by Al Mehrzi and Singh (2016), performance must be viewed at both the individual and team levels. Teams within organizations must work collaboratively to achieve common goals, and the performance of each individual team member can influence the overall success of the group. This means that organizations must focus on fostering a culture of collaboration and teamwork in order to enhance collective performance.

Review of Empirical Studies

The impact of training and development on employee's performance was researched by many researchers. These research are empirically reviewed based on their relevance to each objective of this study in the subsequent paragraphs.

Training needs assessment and employee's performance

Several studies have explored the influence of Training Needs Assessment (TNA) on employee performance, employing diverse methodologies to uncover how effectively these assessments can address skill gaps and enhance job performance.

Akinwale, A. A. (2018) conducted research on training needs assessment and job performance in Nigerian Public Service. The study used a quantitative research design, specifically a survey method. Structured questionnaires were administered to collect data from public servants to assess the relationship between training needs assessment (TNA) and job performance. The study focused on staff in selected public service organizations in Nigeria, such as ministries, departments, and agencies (MDAs), particularly in the Southwest region of Nigeria. The study employed stratified random sampling to ensure representation across different departments and levels. The sample size was 250 respondents, selected from the larger public service workforce in the region. The researcher found a strong positive relationship between proper training needs assessment and job performance. It emphasized that inadequate assessment leads to poor training outcomes.

Kura and Kaur (2021) examine the Effect of Training Needs Assessment on Employee Performance: A Review Perspective in India. The primary objective of this study was to appraise the influence of training needs assessment

(TNA) on worker performance in an organization. Against this backdrop, this review's perspectives examined the countless progressions of recognizing the gap amid worker training and training needs to increase performance. Wambura (2025) conduct A Literature Review on the Influence of Training Selection criteria on Improving Employee Performance in Tanzania. The study was grounded in Human Capital Theory, emphasizing the critical nature of investing in employee training. The literature revealed that training positively impacts performance by augmenting employee knowledge and skills, enhancing motivation, alleviating anxiety, achieving targets, and cultivating loyalty and commitment.

Training programmes and organizational performance

Several studies have explored the impact of training programs on organizational performance, using various methodologies and focusing on different sectors and contexts. These studies highlight the significance of training in enhancing employee capabilities and, consequently, organizational effectiveness.

Ezeani and Oladele (2013) conducted research on *Training and Retraining as a tool for Staff Development in Public Service. The Case of the Civil Service in Nigeria*. The study adopted a descriptive survey research design. This method was used to gather data on the perceptions and experiences of civil servants regarding training and retraining programs. The target population consisted of civil servants in selected ministries, particularly federal ministry of finance and education Abuja. The sample size was 150 respondents. The researchers found that training and retraining were strongly correlated with increased staff morale, skill development, and overall performance.

Mchete and Shayo (2020), in their study "The Role of Induction Training on Performance of New Employees at

Workplace: A Case Study of the Open University of Tanzania," examined how induction training impacts the performance of newly hired staff. Using surveys and interviews with new employees and human resource officers, the study found that structured induction programs improve employees' understanding of job roles, workplace culture, and organizational expectations, leading to increased efficiency and job satisfaction. The study concluded that effective induction training is crucial for employee retention and performance improvement.

Employee motivational effect of training and performance

Studies on the impact of employee motivation following training on organizational performance have provided a range of insights into how various training methods and motivational strategies influence outcomes in organizations.

Said et al. (2022) explored the effects of different training methods—on-the-job training, off-the-job training, and job rotation—on organizational performance within three departments of a government office. Using a quantitative approach, they distributed 103 questionnaires via Google Forms, which were analyzed for reliability and validity using SPSS. The study found that all three training methods positively impacted organizational performance, highlighting that structured training programs could enhance employee skills and, consequently, organizational outcomes.

Training evaluations and employees performance

The impact of training evaluation on organizational performance has been explored in various studies, revealing critical insights into how effectively assessing training programs can influence organizational outcomes.

Frayne and Geringer (2020) conducted a field experiment with 30 salespeople in

the life insurance industry to assess the effects of self-management training, which included lectures, group discussions, and case studies. The study measured various outcomes, such as self-efficacy and job performance, over a 12-month period. Results showed that participants who underwent the training exhibited improved self-efficacy and job performance, both in terms of sales outcomes and managerial evaluations. This study demonstrated that effective training programs, when properly evaluated, can lead to sustained performance improvements over time.

Theoretical Framework

The theoretical framework discussed relevant theories connected to the study that are supportive in explaining the research variable (Training Needs Assessment, Selection Criteria, Training Programme, Motivational Effect and Training Evaluation).

System Theory

Ludwing von Bertalanffy (1901-1972) the systems approach was first developed in the biological and engineering sciences before it was adapted by social scientists in explaining social and organizational phenomena. Easton (1965) utilized the approach in his system analysis of political life. Katz and Khan (1966) also used the open systems approach in studying The Social Psychology of organizations. According to Onah (2008), the systems approach to the study of a phenomenon focuses on the system as a whole, the environment of the system, the interdependent relationships between parts of the system, and the dependency for the system to strive for survival by negotiating with its environment.

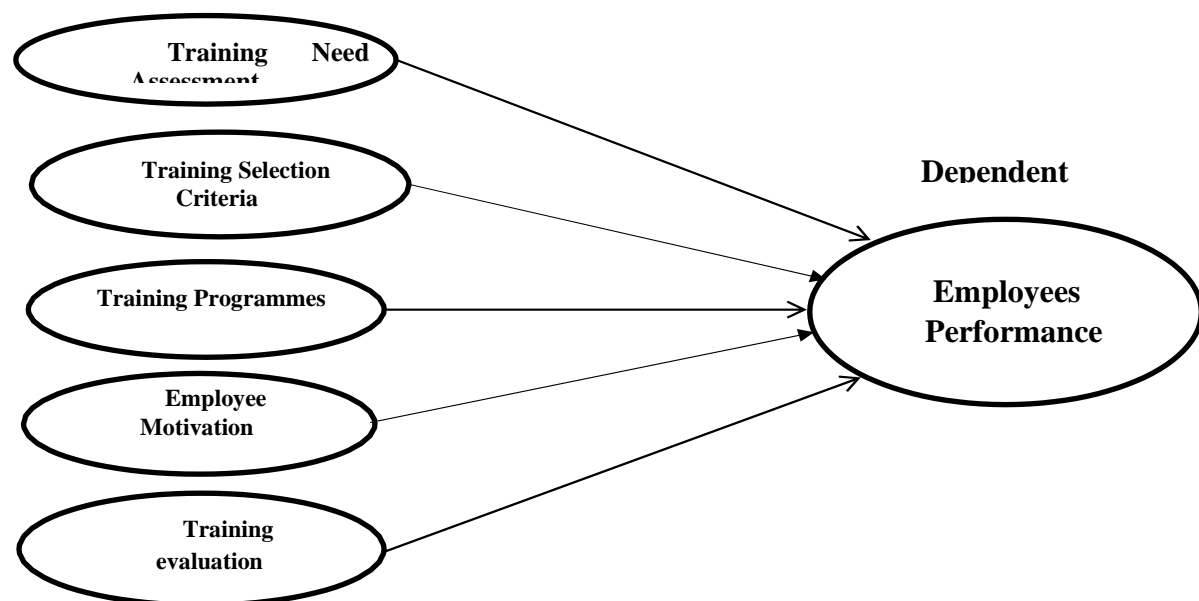
The application of System theory is a multidisciplinary approach to understanding complex systems and their interactions to this study. The breakdown of the input-process-output (IPO) of the model in this research is as follows: The input stage refers to the implementation of

training and development in Local Governments. In this study the inputs includes; training needs assessment and training selection criteria. The process stage refers to the transformations, conversions, or actions that occur within the system. Examples of processes in this study include training programmes, motivation and training evaluation. The output stage refers to the results that are generated by the training programmes, motivation and training evaluation. The output in this system is the performance of services deliver by the staff in the local governments. The theory helps explain

Figure 1

Conceptual framework of the Effect of Training and Development on Employee Performance.

Training and Development (Independent Variables)



Conceptual Model

3. Methodology

Research Design

This study adopted survey research design, where quantitative stages of the study was conducted. The population of the study is 793. The sample size is 260 using Krejcie and Morgan table. Simple Random Sampling technique is adopted which means every element of the population has an equal probability of being selected in sample. Under this sampling technique, all the staff were

how effective training (input), when processed properly in the system, leads to better employee performance (output).

Research Framework

This study seeks to assess the effect of training and development on employee performance at Gaya local government, using five dimensions of training and development – training needs assessment, training selection criteria, training programmes, training motivation effect and training evaluation as the independent variables, while employee performance is the dependent variable.

equally selected. The data for the study is collected using primary and secondary sources. However, the primary data were collected using a structured questionnaire. The secondary source of data consisted of reviewing related academic journals, textbooks, relevant theses and dissertations.

Method of Data Analysis

Statistical Package for Social Science (SPSS) was employed in running the data and testing the null hypotheses at 5% (0.5)

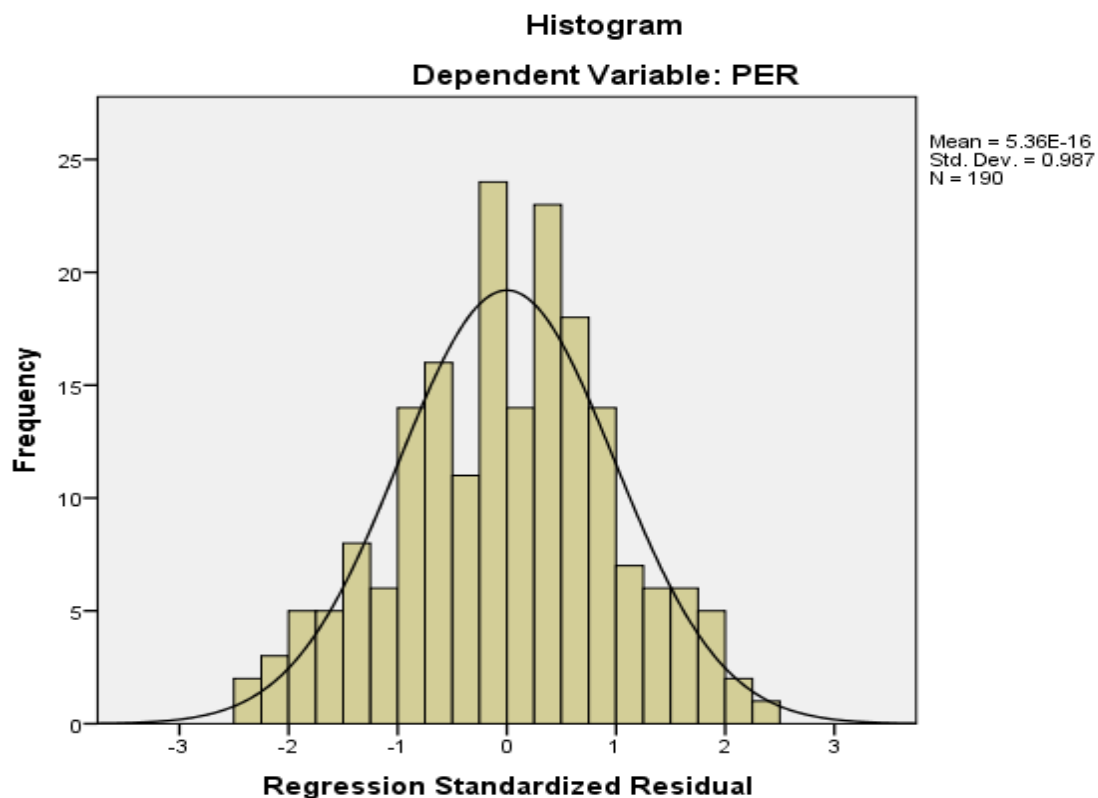
level of significance. Therefore, the decision rules were applied in testing of the hypotheses as P-value less than ($P < 0.05$) signifies that the null hypothesis should be rejected, that is, we should fail to accept it. And P-value greater than ($P > 0.05$) signifies that the null hypothesis should be accepted, that we shall fail to reject it. Multiple Regression which was used to analyze the variables under

investigation. The multiple regression analysis measured the effects of each of the dimension/constructs against the dependent variable and identified the degree of the effect between the Independent variable and the Dependent variable. Similarly, multiple regression analysis consisted of Model Summary and Coefficient tables.

4. Findings and discussion

Data Presentation and Analysis

Fig. 5.1: Gaya, Normality Test Histogram



The normality test of this study was concluded using histogram as presented in the above fig 5.1. A key assumption in normality test of a set of data using histogram is that, all the bars must move toward the same centre for the data to be

said to be normal. Using the above figure therefore, the results of the normality test of our data revealed that the data is normal as all the bars are moving towards the centre as could be observed in the histogram above.

Table 1: Gaya Model Summary^b

Model	R	R Square		Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
		R	Adjusted R			F	df1	df2	
1	.388 ^a	.150	.127	.76126	.150	6.513	5	184	.000

a. Predictors: (Constant), TRE, TP, TNA, TSC, EMS
b. Dependent Variable: Employee Performance

Table 2: Gaya Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	1.231	.315		3.905	.000		
	Training Needs Asses. Trn	.226	.075	.221	3.032	.003	.873	1.146
	Selection Criteria	.041	.068	.046	.611	.542	.814	1.228
	Training Prog.	.099	.071	.102	1.403	.003	.874	1.144
	Emp. Motiv. S	.067	.077	.067	.862	.390	.759	1.317
	Trn Evaluation	.152	.078	.147	1.939	.054	.800	1.250

a. Dependent Variable: EMPLOYEE PERFORMANCE

The above explains training as the independent variable, while employee performance is the dependent variable under study. The result from the regression equation shows that the F-value of 6.513 is significant at <0.00 level whereby it is less than the alpha value of 0.05 that represents the focused model and it best describes the relation between the independent variable and the dependent variable. The absolute value of the correlation coefficient between training and employee performance is 0.388 indicates the strength of the relationships. The R squared of 0.150 or 15% is the proportion of variation in the dependent variable employee performance, as explained by the regression model. The values of R squared range from 0 to 1. In

this case, the R squared value of 0.150 is moderate, which means that the model fits the data well. The adjusted R squared is known as the coefficient of determination and it shows the variation in the dependent variable due to changes in the independent variable, the adjusted R squared was 0.127 which tells that there was a 13% variation in performance due to changes in training (see table 1 above).

Hypothesis 1

H₀₁: Training needs assessment has no significant effect on employee's performance in Gaya local government council in Kano State.

The regression coefficient result is positive as the ($\beta = .221$, $t = 3.032$, $P = 0.003$). This indicates a significant and positive effect of training needs

assessment on employee performance in Gaya, LGA, Kano at the significant level of ($p < 0.05$). The coefficient shows how much change in training needs assessment occurs in corresponds to the change in employee performance. Therefore, the null hypothesis was not supported, hence it can be rejected that training needs assessment has no significant and positive effect on employee's performance in Gaya LGA, Kano

Hypothesis 2

H₀₂: Training selection criteria has no significant effect on employee's performance in Gaya local government council in Kano State.

The regression coefficient result is negative as the ($\beta = .046$, $t = .611$, $P = 0.542$). This indicates insignificant effect of training selection criteria on employee performance in Gaya LGA, Kano at the significant level of ($P < 0.05$). The coefficient shows TSC has no influence on employee's performance. Therefore, the null hypothesis was supported, hence it can be accepted that TSC has no significant and positive effect on employee performance at Gaya LGA, Kano.

Hypothesis 3

H₀₃: Training programmes has no significant effect on employee's performance in Gaya local government council in Kano State.

The regression coefficient result is positive as the ($\beta = .102$, $t = 1.403$, $P < 0.003$). This indicates a significant and positive effect of training programmes on employee's performance in Gaya LGA, Kano at the significant level of ($P < 0.003$). The coefficient shows how much change in TP occurs in corresponds to the change in employee performance. Therefore, the null hypothesis was not supported, hence it can be rejected that TP has no significant and positive effect on employee's performance of Gaya LGA, Kano.

Hypothesis 4

H₀₄: Employee motivations after training has no significant effect on employee's performance in Gaya local government council in Kano State.

The regression coefficient result is negative as the ($\beta = .067$, $t = 0.826$, $P < 0.390$). This indicates no significant and positive effect of motivations after training on employee performance in Gaya LGA, Kano at the significance level of ($P < 0.05$). The coefficient shows motivations after training is not contributing to the change in employee's performance. Therefore, the null hypothesis was supported. It can therefore be accepted that motivations after training has no significant and positive effect on employee performance in Gaya LGA, Kano

Hypothesis 5

H₀₅: Training evaluations has no significant effect on employee's performance in Gaya local government council in Kano State.

The regression coefficient result is negative as the ($\beta = .147$, $t = 1.939$, $P = 0.054$). This indicates insignificant effect of training evaluation on employee performance at Gaya LGA, Kano at the significance level of ($P < 0.05$). The coefficient shows TE is contributing to the change in employee's performance. Therefore, the null hypothesis was accepted. It can therefore be stated that training evaluation has insignificant effect on employee performance at Gaya LGA, Kano.

Conclusively, the results of regression analysis presented in the model summary Table 5.13 show a significant $R = .388$, this implies that the multiple correlation coefficients between the predictors and the criterion was 39%, while R^2 of .150 implies that predicting variables (training needs assessment, training selection criteria, training programme, employee motivation after training and training evaluation) under the study were able to

account or explain 15% variance in the dependent variable (employee's performance) due to increase in training. Whereas the remaining 85% was not captured by this study.

5. Conclusion and Recommendation

Conclusion

This study set out to assess the effect of training and development through five dimensions: training needs assessment, selection criteria, training programmes, motivational effect and training evaluation on employee performance in Gaya local government. The findings revealed that two dimensions had statistically significant and positive influence on employee's performance that is training needs assessment and training programmes. Local government management should pay attention to design policies that will improve training and development related to these constructs for employee retention, motivation and improve performance. The other three-dimension selection criteria, motivational effect and training evaluation found to have no significant. Local government management should develop personnel mechanism to identify

and address the challenges connected to these variables. Thus, the main conclusion of the study is that training and development have significant effect on employee performance in Gaya local government area in Kano State.

Recommendations

Based on the findings of this study, it is recommended that Gaya local government prioritize the improvement of training needs assessment and training programmes as these were found significantly influence employee performance. Furthermore, the local government should pay much attention on training selection criteria, motivational effect and training evaluation hence these variables that are statistically insignificant should be focus in to as they were found insignificant. They should be remedy through incentive such as allowances and other non-monetary incentives. The study recommends that the local government should raise motivational effect on training, especially during and aftermath of the training for sustainable use of skill and knowledge obtained from training programmes.

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