

**EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEES' PERFORMANCE AT  
FORESTRY RESEARCH INSTITUTE OF NIGERIA**

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**ABSTRACT**

Training and development are the major determinants of employees' job performance which could lead to intentions to quit, absenteeism, low commitment, and productivity in the workplace. The study assessed and tested the impact of training and development on employees' performance at the Forestry Research Institute of Nigeria, Ibadan, Oyo State, Nigeria. The data collected was primary and cross-sectional. A multi-stage sampling technique was used in selecting 226 respondents in the study organization. The results revealed that the mean age of the employees was 40 years while their average annual income was ₦ 1,272,600 and years of work experience was 9.16 years. The descriptive results showed that the perceived benefits of employees' training and development in the Forestry Research Institute of Nigeria are high (5.28). The perceived enhanced employees' competency levels through the training and development in the Forestry Research Institute of Nigeria are high (5.09). The employees' perceived contributions of training and development to their job performance in the Forestry Research Institute of Nigeria is high (5.44) while the employees are high job performers (6.03). The regression results indicated that there was a significant relationship between employees' job performance and the benefits of employees' training and development ( $\beta = 0.59$ ;  $p < 0.05$ ), enhanced employees' competency levels through the training and development ( $\beta = 0.68$ ;  $p < 0.05$ ) and employees' perceived contributions of training and development to job performance respectively ( $\beta = 0.741$ ;  $p < 0.05$ ). The study concluded that the training and development positively impacted employees' performance in the Forestry Research Institute of Nigeria, Ibadan, Oyo State, Nigeria. It was recommended that the organization's management team should reconsider funding and instituting proper training and development programs.

**Keywords:** Forestry Research Institute, employees, performance, training and development

## INTRODUCTION

Training and development have a distinct role in the achievement of an organizational goal by incorporating the interests of the organization and the workforce (Abdullahi, 2018). Nowadays, training and development is the most important factor in the business world because training increases the efficiency and effectiveness of both employees and the organization. The employee performance depends on various factors, but the most important factor of employee performance is the training and development. Training and development are important to enhance the capabilities of employees (Abba, 2018). The employees who have more on-the-job experience have better job performance because there is an increase in both skills and competencies because of more on the job experience (Ismail et al., 2021). Training and development also have an impact on the return on investment (Halidu, 2015). Organizational performance depends on employee performance because the human resource capital of an organization plays an important role in the growth and organizational performance. So, to improve organizational performance and employee performance, training and development are given to the employee of the organization (Ugbomhe et al., 2016).

Training and development are currently in a state of crisis around the world mostly due to the harsh economic climate (Ugbomhe et al., 2016). As a result, organizations are forced to cut down on training budgets as one of the first line of items to reduce expenses. This means that the lofty ideas about continuous learning and professional development of employees must give way to concrete justification with convincing evidence that they will deliver bottom-line results and contribute to the achievement of organizational objectives (Kirkpatrick & Kirkpatrick, 2016). The current economic challenges and crises in the training world can result in the low-level productivity of employees (Ohunakin et al., 2020). Some organizations incur many losses in the form of waste arising from mistakes made by workers who lack the specific skills needed to perform their jobs effectively (Al Karim, 2019).

The broad objective of this study was to examine the impact of training and development on employees' performance at the Forestry Research Institute of Nigeria, Ibadan, Oyo State, Nigeria.

The specific objectives of the study are to

1. ascertain the personal characteristics of Forestry Research Institute of Nigeria employees.
2. examine the perceived benefits of employees' training and development in the Forestry Research Institute of Nigeria.

3. examine the enhanced employees' competency levels through training and development at the Forestry Research Institute of Nigeria.
4. examine the contributions of training and development to the employees' job performance in the Forestry Research Institute of Nigeria; and
5. evaluate the level of Forestry Research Institute of Nigeria employees' job performance.

The following hypothesis was verified in the null form.

H<sub>01</sub>: There is no significant impact of training and development on employees' job performance in Forestry Research Institute of Nigeria, Ibadan, Oyo State, Nigeria.

## **METHODOLOGY**

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The study was carried out at the Forestry Research Institute of Nigeria (FRIN). The Forestry Research Institute of Nigeria was established in 1973. The headquarters is situated in Ibadan, Oyo State. Its mandate is to research while the vision is to ensure true scientific research activities and manpower development, sustainable forest resources production, management utilization, biodiversity conservation, forest-based raw materials provision, food production and security through agroforestry and wildlife employment opportunities thereby alleviating poverty, and environmental conservation and management.

A cross-sectional primary data were collected using a structured questionnaire with open and closed-ended questions. A simple random sampling technique was used for selecting five work locations out of fifteen work locations. A stratified sampling technique was subsequently implemented for choosing employees based on employee status at management, senior and junior staff levels from the list of employees who had undergone a form of training and development programme in and outside of the institution (aiding as the sample frame). A set of 260 questionnaire were administered. Only a set of 226 questionnaire, which constituted about 13% of the sample frame and about 87% of the sample size, were used in the subsequent analysis.

The sample size for the study was 226 employees which was determined by using Cochran's (1977) and Bartlett *et al.*, (2001) advanced the formula

The key variables of the study were training and development and job performance. This examination used standard queries embraced from earlier studies to quantify the variables. Respondents were requested to specify on a 7-point Likert-type scale (1 = strongly disagree; 7 = strongly agree) the degree to which they decided with the expressions. The motive of a 7-point Likert scale was to provide the respondents with

further choice selections and well-captured unevenness of their attitudes and feelings. To audit reaction prejudice, a small number of articulations were undesirably worded and afterwards contrary-scored. The employees' training and development variable was measured using 11 items adapted from the scale of Tahir *et al.*, 2014. The employees' job performance variable was measured using 11 items adapted from the scale of Fapojuwo *et al.*, 2021. Information collected was afterwards subjected to Mean Score analysis and Regression analysis. The regression equation is represented in the explicit form thus:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where

Y = Employees' Job Performance

X<sub>1</sub> = Benefits of employees' training and development,

X<sub>2</sub> = Enhanced employees' competency levels through training and development

X<sub>3</sub> = Employees perceived contributions of training and development to their job performance

b<sub>i</sub> = Coefficient; a = Constant; e = Error Term or Stochastic Disturbance

## RESULTS AND DISCUSSION

The description of the personal characteristics of FRIN employees concerning sex, marital status, education level, age, household size, work grade level, work experience, employee condition of service and annual income is presented below.

**Table 1. Personal Characteristics of Respondents**

Personal Characteristics		Frequency	Percentage
Sex	Male	160	70.8
	Female	66	29.2
Marital Status	Married	197	87.2
	Not Married	29	12.8
Highest Education Level	ND/HND	92	40.7
	Bachelor	28	12.4
	Master	52	23.0
	Ph.D.	8	3.5
	Others	46	20.4

Age (Years) <i>Mean = Approx. 40;</i> <i>Std. Dev. = 6.51</i>	≤ 35	45	20.9
	35 – 44	115	53.5
	45 – 54	45	23.7
	≥55	4	1.9
Household Size (Members) <i>Mean = Approx. 4;</i> <i>Std. Dev. = 2.01</i>	≤ 5	159	76.4
	> 5	49	23.6
Work Grade Level	≤ 6	60	26.5
	7 – 11	157	69.5
	> 11	9	4
Work Experience (Years) <i>Mean = Approx. 9.16;</i> <i>Std. Dev. = 5.31</i>	≤ 5	39	17.3
	6 – 10	118	52.4
	10 – 15	51	22.7
	> 15	27	12
Employee Condition of Service	Research/Academics	123	54.4
	Administration/Non-Academics	103	45.6
Annual Income (per <del>₦</del> 100,000) <i>Mean = Approx. 12.726;</i> <i>Std. Dev. = 6.39</i>	≤ 10	60	26.5
	10.00001 – 20	158	69.9
	20.00001 – 30	10	4.4
	> 30	8	3.5

**Source:** Primary research

Table 1 above revealed that the majority of the respondents (70.8%) are male while 29.2% are females. The majority of the respondents (87.2%) are married while 12.8% are not married. The table showed that the highest educational level of the respondents constitutes National Diploma/Higher National Diploma (40.7%), Bachelor Degree (12.7%), Master's Degree (23%), and PhD. Degree (3.5%) and other educational certificate programmes such as Technical/Vocational Certificates (20.4%). The table further showed that the majority of the respondents (53.5%) fall within the age group of 35 – 44 years with a mean age of approximately 40 years. The household size of the majority of the respondents (76.4%) has at least 5 persons living together under the same roof. The mean household size of the respondents was approximately 4 household members or persons. Furthermore, the majority of the respondents (69.5%) are within the Work Grade Level of CONRAISS 7 – 11 and have work experience within 6 - 10 years (52.4%) with an average work experience of 9.16 years. The mean annual income of the respondents was found to be ₦ 1,272,635.07 with the majority of respondents (69.9%) earning between ₦ 1,000,001 - ₦ 2,000,000 per annum.

Table 2 showed the perceived benefits of employees' training and development in the

Forestry Research Institute of Nigeria. The results in the table showed that employees' perceived that training and development taught them the techniques of performing their job (5.32), enhanced them on their job (5.31), brought a positive attitude in them (5.30) and increased their job knowledge in the organization (5.28). Thus, the perceived benefits of employees' training and development in the Forestry Research Institute of Nigeria are high (5.28).

**Table 2. Perceived benefits of employees' training and development**

<b>Perceived benefits of employees' training and development</b>	<b>Mean</b>
training and development teach the technique of performing a job to employees	5.32
Employees enhancement comes through training and development	5.31
Training and development brings positive attitude in employees	5.30
With training and development, job knowledge increase in employees.	5.28
Training and development are essential for employees	5.26
Training and development enhance the skills of the job of employees	5.18
<b>Grand Mean</b>	<b>5.28</b>

**Source:** Primary research

Table 3 showed the perceived enhanced employees' competency levels through the training and development in the Forestry Research Institute of Nigeria. The results in the table showed that the competency level of employees increased due to the training and development received (5.18), the training and development boost the morale of the employees (5.15), and reduced the job stress of the employees (5.10). Also, the employee's job performance increased due to the amplified ability to do their job (5.06) and enhanced competency of the employees (4.87). Thus, the perceived enhanced employees' competency levels through training and development in the Forestry Research Institute of Nigeria are high (5.09).

**Table 3. Perceived enhanced employees' competency levels through the training and development**

<b>Perceived enhanced employees' competency levels</b>	<b>Mean</b>
The competency level of employees increases due to training and development	5.18
Training and development boost the morale of the employees	5.15
Training and development reduce the job stress of the employees	5.10
Performance increase due to the ability of the employees	5.06
Performance increase due to the enhanced competency of the employees	4.87
<b>Grand Mean</b>	<b>5.09</b>

**Source:** Primary research

Table 4 showed the employees' perceived contributions of training and development to job performance in the Forestry Research Institute of Nigeria. The results in the table showed that training and development contribute to give better employees' job performance and knowledge (5.91), offer high morale of employees (5.18), enhance employees' job performance due to the positive attitude (5.14), and an organization outputs (5.04). Thus, the employees' perceived contributions of training and development to their job performance in the Forestry Research Institute of Nigeria are high (5.44).

**Table 4. Employees' perceived contributions of training and development to job performance**

<b>Training and development contribute to .....</b>	<b>Mean</b>
... give better employees' job performance	5.91
... give better employees' job knowledge	5.91
... offer high morale of employees	5.18
... enhance employees' job performance due to the positive attitude	5.14
... enhance organization outputs	5.04
<b>Grand Mean</b>	<b>5.44</b>

**Source:** Primary research

Table 5 showed the level of employees' job performance. It was observed from the results that employees were capable of handling their assignments without much supervision (6.39), perform well to mobilize collective intelligence for effective teamwork (6.32), derive a lot of satisfaction nurturing others in the organisation (6.28), extend my sympathy and empathy to their co-workers when they are in trouble (6.23), actively participate in group discussions (6.16) and complete their assignment on time (6.11). This implied that respondents are high job performers (6.03) and thus, the organisation do benefit most from highly performed employees who are well trained.

**Table 5. Employees' level of job performance**

<b>Employees' level of job performance</b>	<b>Mean</b>
I am capable of handling my assignments without much supervision	6.39
I use to perform well to mobilize collective intelligence for effective teamwork	6.32
I derive a lot of satisfaction from nurturing others in my organization	6.28
I extend my sympathy and empathy to my co-workers when they are in trouble	6.23
I actively participate in group discussions and work meetings	6.16
I use to complete my assignment on time	6.11
I worked towards the result of my work	6.09
I use to maintain a high standard of work	6.05

I am very passionate about my work	6.02
I could manage change in my job very well whenever the situation demands	5.99
It took me longer to complete my work tasks than intended	4.66
<b>Grand Mean</b>	<b>6.03</b>

**Source:** Primary research

The linear equation explains the regression results of the impact of training and development on employees' job performance. The regression results are presented below:

$$Y = 5.615^{***} + 0.592X_1^{**} + 0.678X_2^* + 0.741X_3^* + e$$

$$R \text{ Square} = 0.714; \quad \text{Adjusted R Square} = 0.710; \quad F \text{ Value} = 184.741^{***}$$

*Note:* \*\* = ( $\alpha_{0.05}$ )

**Source:** Own survey

Generally, the results showed that there was a significant relationship between respondents' job performance and benefits of employees' training and development ( $X_1$ ), enhanced employees' competency levels through the training and development ( $X_2$ ) and employees' perceived contributions to training and development to job performance ( $X_3$ ) respectively.

Respondents' job performance increases with an increase in the benefits of employees' training and development. This implies that *ceteris paribus*, for each 1% increase in benefits of employees' training and development would increase the respondents' job performance by 59.2%.

Enhanced employees' competency levels through training and development exercised a great impact on the prediction of the dependent variable by the independent variable with a beta value of 0.678. Hence, a high level of enhanced employee competency levels through training and development would boost the respondents' job performance. This follows *a priori* expectations because enhanced employees' competency levels through training and development are expected to help subordinates to greater competency and growth of the organization. However, each 1% increase in enhanced employees' competency levels through training and development would increase the respondents' job performance by 67.8%.

Furthermore, the estimation results that employees' perceived contributions of training and development to job performance are a critical factor influencing the job performance of an employee. Interestingly, the coefficient indicated that employees' perceived contributions of training and development to job performance have



statistically significant positive effects on job performance. The slope value of 0.741 means that for a unit change in employees' perceived contributions of training and development to job performance, on average, the probability of having improved/enhanced job performance by employees increases by 74.1 percent. This is similar to the study conducted by Adebayo *et al.*, (2020).

However, it could also be confirmed that the model is significant and 71.4% of the variance in the job performance has been significantly explained by factors influencing respondents' job performance in the organization. That is, other factors apart from these stated factors influencing respondents' job performance in the organization probably account for 28.6% of the variation in job performance.

With the increase of concentration on administrative management during these years, Human Resources Management plays a more important role in managing an organization, such as the effects of Human Resources Management on innovation, a new way of working principles for working relations and enhancing employees' capability (Haryono *et al.*, 2020). Training and Development is an important aspect of Human Resources Management. Organizations need to get skilled and capable employees for better performance, and employees will be competent when they have the knowledge and skill of doing the task (Ohunakin *et al.*, 2020). Training and Development would provide opportunities for the employees to make a better career life and get better positions in the organization. In doing so, the organization's efficiency would be increased (Ismail *et al.*, 2021). On the other hand, employees are the resources and assets of an organization if they are skilled and trained would perform better than those who are unskilled and untrained. Training and development are very important for an organization to compete in this challenging and changing world (Adebayo *et al.*, 2020). It is directly related to the employee but its ultimate effect and impact goes to the organization because the end user is the organization itself (Adebayo, 2019).

## CONCLUSION

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This study attempts to find out the impact of training and development on employees' performance at the Forestry Research Institute of Nigeria, Ibadan, Oyo State, Nigeria. It also searches for whether the benefits of employees' training and development, enhanced employees' competency levels through the training and development and employees' perceived contributions of training and development influence employees' job performance. It is however concluded that the training and development positively impact employees' performance in the Forestry Research Institute of Nigeria, Ibadan, Oyo State, Nigeria. Accordingly, the benefits of employees' training and development,

enhanced employees' competency levels through the training and development and employees' perceived contributions of training and development are the significant training and development factors influencing employees' job performance in the organisation studied. It is therefore, imperative for the organization to take into concern in instituting proper training and development programs, should initiate a policy for motivation attached to training, consider training needs based on overall organisational objectives, assess employees' job performance by providing specific information to employees about their performance problems and ways they can improve their performance, as well as the identification of training needs been done more professionally in conjunction with the Human Resources personnel team, the employees' supervisor along with the employees involved.

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