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Training Evaluation, Performance Management, and Environmental Analysis as Predictors of Organizational Growth in the Third FADAMA National Development Project

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Abstract

This study investigates the influence of employee training evaluation, performance management, and environmental analysis on the organizational growth of the Third National FADAMA Development Project. Employing a descriptive survey design, data from respondents across Kebbi State were analyzed using Pearson correlation and OLS regression via SPSS (V26). The results of regression analysis show $R=.$, this implies that multiple correlation coefficients between the predictors and the criterion was 76%, while R^2 of .632 implies that predicting variables (HRM) under the study were able to account or explain 63% variance in the dependent variable (Organizational growth), while the remaining 37% was not captured by this study. The result also shows adjusted R^2 of .524 which implies that human resource management were able to explain 52% variation in the organizational growth. The significant F.test of (54.660, $p<0.000$) signifies that the overall significant prediction of independent variables to the dependent variable, this further implies that, p value of 0.000 the model fitness in regressing the relationship between human resource management and organizational growth, therefore, F-Statistics value measure the strength of regression model with a value of 54.660. The study concluded that training evaluation, effective performance management, and environmental analysis have positive and statistically significant impacts on project growth. The analysis showed that continuous training evaluation ensures staff competence and adaptability to new technologies and project policies. Performance management enhances accountability, aligns individual goals with organizational objectives, and improves efficiency. The study concludes that the sustainability of development projects relies heavily on structured training, performance monitoring, and sensitivity to the operational environment.

Keywords: Training evaluation, performance management, environmental analysis, HRM, organizational growth

Introduction

In an era where development projects demand efficiency and adaptability, HRM practices such as employee training, performance management, and environmental scanning play vital roles. The FADAMA III Project, designed to boost agricultural productivity and rural livelihoods, depends on how effectively it manages and develops its human capital within changing environmental conditions. Performance management and development is the means of ensuring that a set of activities and outputs of employees are in accordance with the objectives of the



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organization. This means that the activities meet the organization's goals effectively. Performance management can focus on the performance of an organization, a department, an employee, or the processes in place to manage particular tasks (Harris et al, 2023). Performance management standards are generally organized and disseminated by senior leadership at an organization and by task owners, it can include specifying tasks and outcomes of a job, providing timely feedback and coaching, comparing employee's actual performance and behaviors with desired performance and behaviors, instituting rewards, etc. It is necessary to outline the role of each individual in the organization in terms of functions and responsibilities to ensure that performance management is successful (Mettler & Rohner, 2023).

Organizational growth is a fundamental aspect of business success, characterized by an expansion in various dimensions such as revenue, market share, resources, and workforce. It is a topic of significant interest for researchers, practitioners, and business leaders alike. Understanding the drivers and impacts of organizational growth is essential for developing effective strategies, sustaining competitive advantage, and ensuring long-term viability in today's dynamic and evolving business landscape. For this reason, every organization strives for growth regardless of its size. Growth is essential to accommodate increased expenses, withstand market fluctuation, and generate more revenues. Organizational growth plays a vital role when it comes to optimization of results and attainment of goals, especially when the organization is in a circumstance of constant transformation. However, organizational growth is the best use of different resources (as the inputs of the system), in the realization of such organization's goals (Khan & Harneed, 2021). This is usually influenced by a wide variety of skills, characteristics and attitudes. The application of organizational growth, either tactical or adaptive is targeted at bringing out effective output in the areas of finance, marketing and shareholding values.

Statement of the Problem

Many development programs fail due to weak training systems, ineffective performance evaluation, and inadequate adaptation to their operating environment. The Third FADAMA Project faces similar constraints, which may hinder its capacity to achieve desired outcomes. Despite recognizing the importance of HRM, little empirical evidence links these specific variables: training evaluation, performance management, and environmental analysis to project growth. This study therefore seeks to fill that gap.

Objectives of the Study

The study aims to assess the impact of training evaluation, performance management, and environmental analysis on organizational growth. Specifically, it seeks to:

- 1) Determine how employee training evaluation influences project performance.
- 2) Examine the relationship between performance management and organizational growth.
- 3) Analyze the role of environmental analysis in sustaining project success.

Research Questions

- 1) How does training evaluation affect the growth of the FADAMA Project?
- 2) What is the relationship between performance management and organizational development?
- 3) To what extent does environmental analysis predict organizational sustainability?



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Significance of the Study

The research contributes to the understanding of HRM practices in development projects, offering insights for managers and policymakers on improving efficiency and sustainability. The findings will help the FADAMA Project and similar organizations strengthen their capacity-building strategies, improve performance appraisal systems, and enhance responsiveness to environmental dynamics.

Literature Review

Employees Training Evaluation

Employee training in organizations is a tool by which employers can shape employees' competencies and develop their potential. It is a systematic process of changing work behavior and level of competencies (knowledge, abilities, and skills) including employee motivation which helps to reduce the gap between subjective qualifications (the ability to act and use the competencies to meet the organization's goals) and objective qualifications (the highest level of education completed and requirements imposed on employees) and to increase labor productivity (Rodriguez, 2023). Training activities that organizations can use can be performed either in the workplace or in other settings. Organizations have the opportunity to reduce differences between subjective (the ability to act and use competencies to meet the organization's goals) and objective (the highest level of education completed, and requirements imposed on employees) qualifications through employee training and development (Harris, Brewster & Sparrow, 2023). Human Resources Management (HRM) is the framework for helping employees develop their personal and organizational skills, knowledge, and abilities, it also includes employees training and career development (Asuke, 2020). The focus of all aspect of human resources management is on developing the most superior workforce so that the organization and individual employees can accomplish their work goal in service to customer and organization.

Performance Management and Development

Performance management and development is the means of ensuring that a set of activities and outputs of employees are in accordance with the objectives of the organization. This means that the activities meet the organization's goals effectively. Performance management can focus on the performance of an organization, a department, an employee, or the processes in place to manage particular tasks (Harris et al, 2023). Performance management standards are generally organized and disseminated by senior leadership at an organization and by task owners, it can include specifying tasks and outcomes of a job, providing timely feedback and coaching, comparing employee's actual performance and behaviors with desired performance and behaviors, instituting rewards, etc. It is necessary to outline the role of each individual in the organization in terms of functions and responsibilities to ensure that performance management is successful (Mettler & Rohner, 2023).

Environmental Analysis

An environmental analysis helps organizations identify internal and external elements that can either negatively or positively impact their business. By looking at factors, such as the economy and technology, businesses can anticipate potential opportunities and threats. Learning



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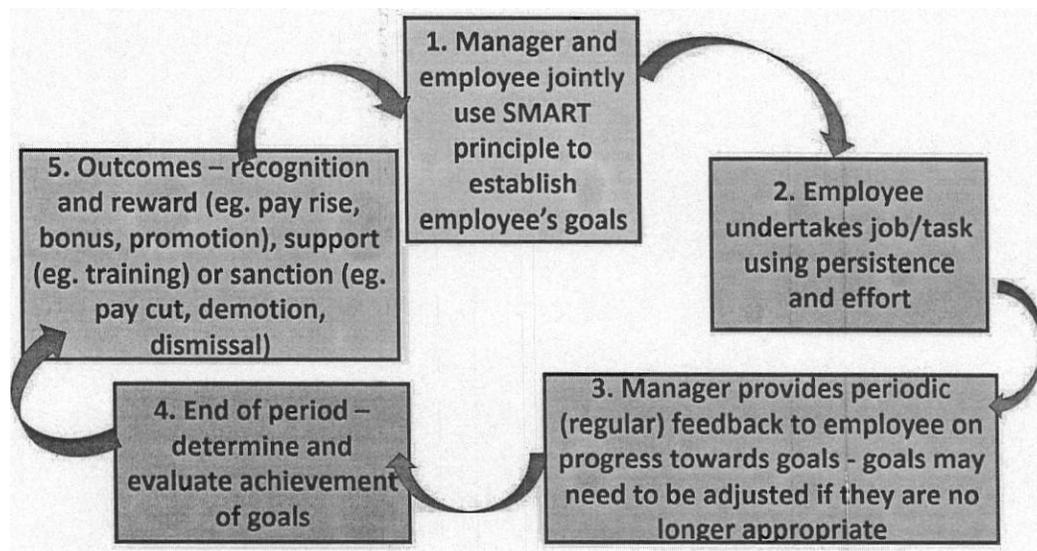
about how to conduct an environmental analysis can help you prepare an effective marketing strategy for your business (Ndiomu, 2022). An environmental analysis, or environmental scanning, is a strategic tool you can use to find all internal and external elements that may affect an organization's performance. Internal components indicate the business's strengths and weaknesses, while the external components indicate the opportunities and threats outside the organization. An environment analysis considers trends and high-level factors, such as interest rates, and how they might change a company's business. These reviews can help companies assess market attractiveness and create better strategies for the future (Nilsen & Poul, 2022).

Human Resources Management

Human resources management according to Wilson (2021) is a title which represents the latest evolutionary stage in the long tradition of training, educating and developing people for the purpose of contributing towards the achievement of individual, organizational and societal objectives. But like human resource management it has attracted criticisms from some quarters. The first criticism was on its interpretation which claims that human resource management could be problematic particularly if an international perspective is taken because its interpretation and roles tend to vary from one country to another (Hansen and Brooks, 2021).

Drucker (2021) notes that, human recourses suitable methods such as training capable managers and transfers enhancing opportunities for career development. Human resources management programs create a team of well-trained, efficient and capable managers and subordinates. Such team constitutes an important asset of an enterprise. One organization is different from another mainly because of the people (employees) working therein.

Human resources management program as noted by Riggs (2022) enables employees to learn or relearn acceptable job behavior, norms and practices for thorough job performance. The importance of Human resources management is more obvious given the growing complexity of the work environment, the rapid change in organization and advancement in technology. Human resources management helps to ensure that organization members take on new responsibilities and adapt to changing conditions.





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Fig the goal setting chart Adopted from goal setting theory by Locke and Latham (2022)

Methodology

Research Design

The study adopted a descriptive survey research design to gather quantitative data from project staff.

Population and Sample Size

The total of two hundred and seventeen (217) participants was sampled from the twenty-one local governments of Kebbi state. The sample selection was drawn from the recommendations of Odeh & Fox (2021) who suggested that a sample size of 50% is considered representative of a population, allowing for reliable inferences. All completed questionnaires were retrieved, coded, and analyzed to ensure reliability and accuracy.

Technique of Data Analysis

Data analysis refers to the systematic process of organizing, representing, and interpreting data to derive meaningful information for research conclusions (Creswell, 2014). In this study, simple percentage and mean tables were used to describe respondents' demographics, while the Pearson Product Moment Correlation Coefficient (PPMC) examined relationships among variables. The Ordinary Least Squares (OLS) regression tested the study's hypotheses and determined the extent to which HRM practices influence organizational growth.

Reliability

In order to establish the reliability of the instrument adopted in the research, pilot study was carried out in one of the FADAMA project sites in Birnin Kebbi. The reason for choosing this site was the fact that it was out of the study area and will not be used for the main study

Results

1.1. Data Presentation, Analysis and Interpretation

Item	Frequency	Percentage
Distributed Questionnaires	217	100
Returned Questionnaires	201	0.93
Rejected (Outliers) Questionnaires	6	0.03
Retained Questionnaires	195	89.8

Source: Researcher's field survey 2025

Out of 217 copies of the questionnaire, a total of 201 respondents sourced from National FADAMA Development Project in Kebbi state have filled and returned the distributed questionnaire



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The analysis of the demographic profile of the respondents shows that majority of the respondents are male with 73.3% while the remaining 26.7% represent the female. Also, the result shows that age bracket between 30-39 years with 32.73% were dominant in the third national FADAMA development project. Followed by 18-29 with 23.64%, next are those within the age of 50-59 with 21.82%, next those with 40-49 with 17.27% and finally the age bracket of 60 above with 4.55%. In terms of highest educational qualification, the respondents with bachelor degree holders were dominant with 28.09%, followed by those with secondary school certificate representing 22.25%. Next are HND holders with 19.03%, next are those with N.C.E constituting 18.20%. However, those respondents with master and doctorate degrees represent only 7.25% and 2.00% respectively, while those holding other certificates represent 3.18%.

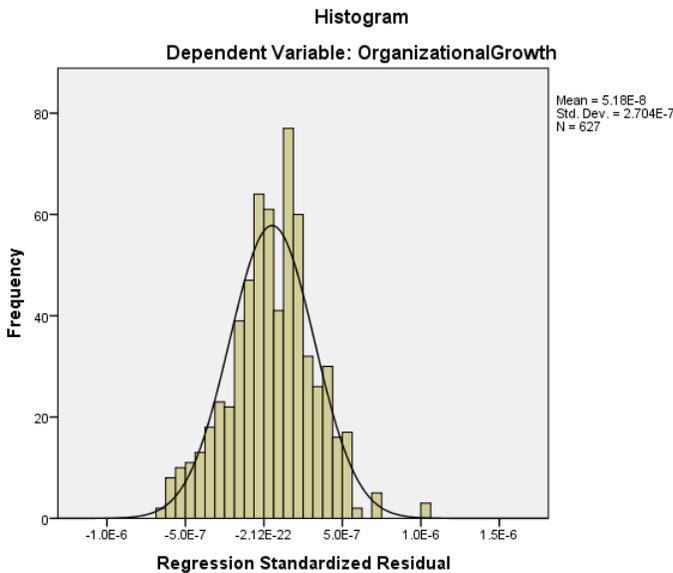


Figure 4.1 Histogram for the data normality



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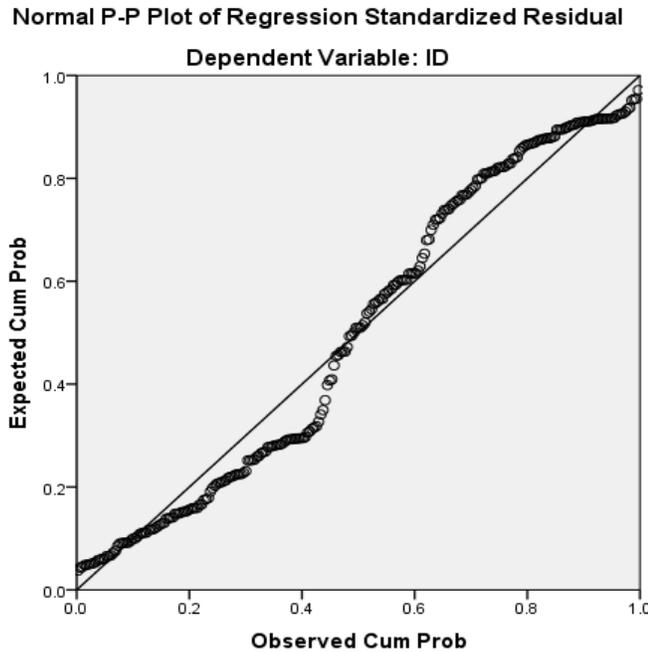


Figure 4.2 Standardized Regression Plot

Above is presenting the scatter plot between REC, WKENV, PROMOCRI and job satisfaction. The assumption was not violated as the plot shows that residual scores converged at the center along the zero point, hence, evidencing that the linearity assumption was fulfilled.

Table 4.2: VIF and Tolerance Value of Independent Variables

Independent	Variable Tolerance	VIF	Source:
Employees' engagement	.838	1.193	
Recruit and hiring of workers	.896	1.116	
Employee training evaluation	.929	1.076	
Performance management	.856	1.234	
Environmental analysis	.949	1.245	

Generated from SPSS Version, 21 (2025)

Another device for finding Multicollinearity is to look at the variance inflation factor (VIF) and tolerance value. Hair et al. (2010) asserted that any VIF exceeding 10 and tolerance value lower than 0.10 indicates a problem of Multicollinearity



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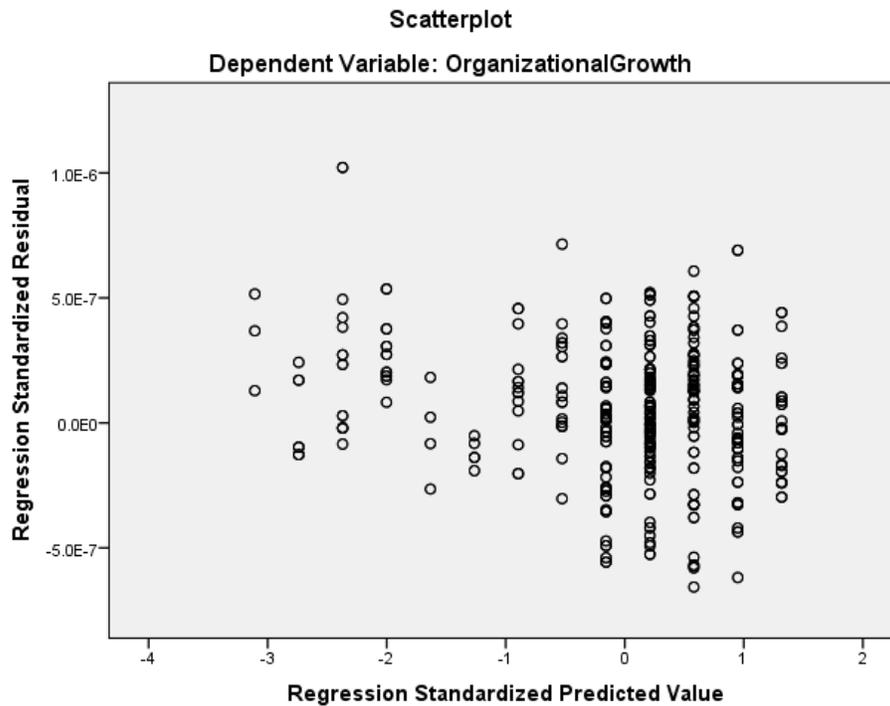


Figure 4.3 Standardized Regression Plot

Table 4.3 Correlation

	ORG. GRW	EMP. EGG	REC. & HIR	EMP. TRA	PER. EVA	ENV.
ORG. GRW	1					
EMP. EGG	.322**	1				
REC. & HIR	.266**	.079	1			
EMP. TRA	.514**	.234	.382*	1		
PER. EVA	.322**	-.139*	.213*	.382**	1	
ENV. ANY	.366**	.214	.123**	.141*	.193**	1

Source: Generated from SPSS Version, 21

To investigate the relationship between motivation and job satisfaction, the present study conducted a regression analysis. Three (3) predicting variables including recognition, work environment and promotion criteria were examined to see their effect on job satisfaction, The analysis showed that continuous training evaluation ensures staff competence and adaptability to new technologies and project policies. Performance management enhances accountability, aligns individual goals with organizational objectives, and improves efficiency. Environmental analysis helps the organization anticipate challenges and respond to socio-economic and policy changes affecting project implementation. Together, these factors contribute significantly to the organization's sustained growth.



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Table 4.5. Model Summary

Source: Researcher's survey analysis

Table showing the 5a Coefficient of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients (Beta)	T	Sig.	Decision
		B	Std. Error				
1	(Constant)	2.716	.393		6.910	.000	Rejected
	EMG	0.639	.065	.553	9.873	.000	Rejected
	REC&HIR	-0.488	.078	-0.338	-6.232	.000	Rejected
	EMP. TRA	0.259	.052	.262	4.926	.000	Rejected
	PER.EVA	0.134	.214	.345	3.346	.000	Rejected
	ENV.ANY	0.345	.234	.453	34.567	.000	Rejected

Model	R	Adjusted R Square	Std. Error of the Estimate	df2	Sig. F Change	Durbin-Watson
1	.757 ^a	.632	.30133	90	.000	1.959

Source: Researcher's survey analysis

Table showing the Analysis of Variance of Dependent Variable: Organizational Growth

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.382	6	2.064	22.728	.000 ^b
	Residual	8.172	90	.091		
	Total	20.554	96			

Source: Researcher's survey analysis

The results of regression analysis show $R=.$, this implies that multiple correlation coefficients between the predictors and the criterion was 76%, while R^2 of .632 implies that predicting variables (HRM) under the study were able to account or explain 63% variance in the dependent variable (Organizational growth), while the remaining 37% was not captured by this study. The result also shows adjusted R^2 of .524 which implies that human resource management were able to explain 52% variation in the organizational growth. The significant F.test of (54.660, $p<0.000$) signifies that the overall significant prediction of independent variables to the dependent variable, this further implies that, p value of 0.000 the model fitness in regressing the relationship between human resource management and organizational growth, therefore, F-Statistics value measure the strength of regression model with a value of 54.660.



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Conclusion

The study concludes that regular training evaluation, effective performance appraisal, and environmental assessment are indispensable for improving organizational outcomes. It recommends that management institutionalize these practices, align them with national development priorities, and provide the resources needed for ongoing HR development and environmental responsiveness.

Recommendations

Based on the above conclusion, the researcher recommends that:

1. The third national FADAMA development project should keep on recognizing the engaging their employees in order to motivate them, thereby increase the organizational growth.
2. The third national FADAMA development project continuously recruits and/or hire employees in order to improve the project.
3. The third national FADAMA development project should keep on training and retraining their employees in order to motivate them, thereby increase the organizational growth.
4. The third national FADAMA development project should manage their project efficiently, so as to improve the project.
5. Finally, the third national FADAMA development should always consider environment as an important factor towards achieving their goals for the project.

Suggestions for Future Research

Consequent on the above limitations, this study proposes that, there is need to study them carefully in order to eliminate them. Therefore, it recommends for further research to be conducted in the future on the same variables by considering a mediator or moderator or both. In addition, future studies can be carried out on other variables such as reward and compensation and so on in relation to HRM. This is because the R^2 values on the direct relationship indicate that other constructs may have a stronger positive relationship on the dependent variable. Similarly, there is need to conduct future empirical studies with other variables or replicate this study with more variables to cover the north west geopolitical zone or the entire Nigeria instead of state wide coverage. This may allow for a more informed generalization to be made. On the other hand, future studies may consider nationwide research instead of state wide coverage.

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