

## RELATIONSHIP BETWEEN STAFF TRAINING, MOTIVATION AND EMPLOYEES' PERFORMANCE IN THE TELECOMMUNICATIONS SECTOR

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### ABSTRACT

This study investigated the relationship between staff training, motivation and employees' performance among selected staff of Netcom Africa Limited. The independent variables of the study were staff training and motivation, while the dependent variable is employees' performance. A total of one hundred and forty-five (145) male and female staff of NetCom Africa Limited took part in the study with ages ranging from 18 to 57 years participated in the study. The study adopted an ex post facto design while simple random sampling method was used in selecting participants. A structured questionnaire consisting of socio-demographic information, The Individual Work Performance Questionnaire and the Work Extrinsic and Intrinsic Motivation Scale, were used to collect data from the staff, who are the participants in the study. The result revealed that staff training and employee performance are significantly and negatively correlated ( $r = -.224, p < .05$ ) while staff training and job motivation were found to be significantly and positively correlated ( $r = .240, p < .05$ ). However, job motivation and employee performance were found to have no significant correlation ( $r = -.141, p > .05$ ). It was revealed that staff training serves a significant predictor of employees' performance given the Beta and P value scores to be ( $\beta = -.223, P < .05$ ). Results also were unable to show a statistically significant differences between employees' performance of Highly motivated ( $M = 40.09, s = 5.04$ ) and Less Motivated ( $M = 41.66, s = 5.85$ ) [ $t(143) = -1.663, p = .099$ ]. Furthermore, it was revealed that there were statistically significant differences between employees' performance of Male ( $M = 40.34, s = 5.43$ ) and Female ( $M = 40.84, s = 5.29$ ), [ $t(143) = -.558, p = .578$ ]. In conclusion, it was discovered that while increase in staff training does not necessarily lead to increase in employee performance, staff training increases the level of motivation for the job. Similarly, it showed that when employees are motivated, they do not necessarily perform better. The findings reveal that staff who are well-trained, perform better than those who are not trained. However, staff who are more motivated do not necessarily perform better than those who are less motivated.

**Keywords:** *employee performance, motivation, staff training, staff of NetCom Africa Limited.*

### BACKGROUND TO THE STUDY

Staff training, motivation and

performance are significant factors regarding organisational success and

achievement. In a dynamic environment, it is important for an organisation to improve productivity by assessing its strategies on staff training and motivation with a view to gaining an upper hand among its competitors. Staff training and motivation play an imperative part in any organisation since it augments the performance and productivity of employees and the objectives can be accomplished in a proficient way. In addition, the behaviour of employees can be altered through staff training and motivation in any organisation.

There are specific goals for any organisation to achieve. Resources like machines, man, material and money are used to meet the objectives. Manpower is one of the essential ones out of these resources for any organisation (Aung, 2008). To meet organisational objectives, manpower, employees or staff can play a vital role. The way to utilise these resources efficiently and effectively by manpower is the pertinent question that arises during the organisational activity. To achieve success, one needs to adjust with the external influences in the market. The natural component of culture, society, legality, politics, competition and technology often change quickly. If knowledge is inadequate, the plan fizzles out. It is the most difficult job to anticipate about anything in the current circumstances which makes it hard to predict the event that is going to happen tomorrow. To obtain the best result, the need for exceptionally talented and devoted manpower is needed. Due to completion, it is

extremely tough to begin, survive, settle down and exceed calculated expectation and improve productivity for any organisation these days. Consequently, the need for improvement in the quality of staff through well-organised and implemented strategies for the training and motivation of staff cannot be over-emphasised. The organisations having highly capable and skilled employees have a significant advantage over their rivals and can augment the productivity and richness better (Shanks, 2008). The committed manpower is the critical and vital elements for any organisation to excel. Close coordination between the employee performance and various jobs is required for overall success of the organisation (Lunenburg, 2011). The skills and abilities of staff need to be effectively harnessed and ignited for the completion as well as for an overall improvement of the productivity of the employees. The need for a strategic training and motivation plan may be established after an assessment of the performance of staff through performance review. The process of performance review normally takes place on an annual basis. However, it can be scheduled in further frequent manner.

Most organisations attempt to judge analytically the performance of employees for increasing productivity (Stewart & Roth, 2007). The performance of an employee is defined as what an employee can do through his ability and skills and what he can't do. The various factors are included in an employee performance

like quality and amount of yield, closeness to work, healthy and accommodative nature, opportunities of yield, etc. There are mainly three classes for measuring the productivity of employees within an organisation. These are:

- Personnel Data.
- Production Counts.
- Judgmental methods.

There are certain limitations on the performance of employee which are mentioned below:

- Lack of proper skills and equipment.
- Inadequate working environment.
- Non-attendance of the core human resources.
- Ambivalent performance standards or objectives.
- Inadequate statement in an organisation.

Organisational performance is an indication of the ability of an organisation to efficiently attain independent objectives (Venkatraman & Ramanujam, 1996). The level of efficiency through the performance of employees is one of the major components that is assessable. There is so much research work carried out to propose different techniques to measure organisational performance. All these works focus especially on integrating the quantity, quality, creativity and individual knowledge towards the accomplished task which confirms the role of responsibility during a precise period.

It has been noted that there are some factors that can improve employee productivity. Some of these factors include motivation and training of staff among others.

Motivation means so many things to different people. Their impact on the individual depends also on his perception of what he considers to be of value to him and invariably influences his action or non-action. Motivation can be described as a set of incentives monetary or otherwise, reward and punishment systems which determine or influence staff performance and altitude to work. It is a production of human resource management, and its impact goes on a long way in determining the quality and quantity of production and the level of industrial and labour harmony or disharmony in the organization. Motivation can also be defined as the forces acting on or within a person that cause the arousal, direction, and persistence of goal-directed, voluntary effort.

Work Motivation has been defined as “conditions which influences the arousal, direction, and maintenance of our behaviours” relevant in work setting”. Gbadamosi & Adebakin (1997) have variously defined motivation as “the act of stimulating some or oneself to get a desired course of action, to push the right button, to get a desired reaction. According to Bulkus and Green (2009) as cited by Muogbo (2013), motivation is derived from the word “motivate”, means a move, push or influence to proceed for fulfilling a want. (Farland et al, 2011)

in Muogbo (2013) describe motivation as a power that strengthens behaviour, gives route to behaviour, and triggers the tendency to continue. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations. According to Society for Human Resource Management (2010) cited in Faraji (2013), motivation is normally defined as the psychological forces that describe the direction of a person's level of effort, as well as a person's persistence in the face of hindrances which can either be extrinsic or intrinsic.

Motivation is considered as one of the most imperative matters in all the organisations, no matters whether it is private or public sector (Baldoni, 2005b). "Motive" means wants, desire, and needs of an individual. Therefore, the employee motivation refers to a procedure where organisations inspire their employees with the shape of bonus, rewards, increment, etc. to achieve organisational goals. This research study (Creswell, 2012) concerning the impact of motivation on the performance of employees helps to understand motivation that affects employee performance in the organisation and motivational tools used by the organisation so as to motivate employees for the best performance (Aung, 2008).

According to Rush (1988) as cited by (Faraji, 2013) motivation is the willingness of an individual to do something and conditioned by actions

to satisfy needs. Later Jibowo (2007) described motivation as something that energized individuals to take action and which is concerned with the choices the individual makes as part of his or her goal-oriented behaviour. Following the recent definition contributed by Saleem (2011), motivation is a person's intensity, direction and persistence of efforts to attain a specific objective. In this study, the definition of the Society for Human Resource Management (SHRM) is adopted which characterized motivation as extrinsic and intrinsic.

Motivation could be intrinsic or extrinsic. Intrinsic motivation refers to motivations that is driven by an interest or enjoyment in that task itself, and exist within the individual rather than relying on any external pressure. Extrinsic motivation comes from outside of the individual, common extrinsic motivation is reward like money and grades coercion and threat of punishment, competing is in general extrinsic because it encourages the performer to win and beat others, not to enjoy the intrinsic rewards of the activity. Intrinsic motivation also refers to behaviour that is driven by internal rewards. In other words, the motivation to engage in a behaviour arises from within the individual because it is internally rewarding. Intrinsic motivation is that which occurs while a person is performing an activity in which he gains satisfaction from engaging in that activity itself. This is called internal reward and it is directly part of the job content while

extrinsic motivation involves engaging in a behaviour in order to earn external rewards or avoid punishments.

The main purpose of motivation is to attain organization goals according to Koontz et al (1983) “management requires the creation and maintenance of environment in which individuals work together in group toward the accomplishment of the objective” management has been faced with broad predicament since poor approaches were employed toward the attachment of organizational objectives. These approaches are not without their strengths and weakness. In other worlds, firms are now faced with many complexes managerial predicament because of the phenomenon maintained above. Since the foremost aim of management of organization is the attainment of its objective. Little or no attention is paid to welfare of workers. As an outcome, the firm goals are defeated, since the workers are not motivated and cared for. The motivations range from inadequate to lack of motivation. Often management becomes dogmatic in their method of motivation as a result their expectation are defeated. It is pertinent for management to know what can motivate a single individual at a particular time and place would not motivate another person.

The expectation to drive from anything one is doing is a motivation force that forces the individual to work. According to Ajuogu (1996) “motivation is an internal psychological process”. It is the motive power that makes people

behaves the way they do. He added that motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence), toward a particular goal or direction (Mullins, 2006). When employees are motivated, less force is exerted in making them comply with company rules. Consequently, the level of counterproductive work behaviour is reduced. In the telecommunications sector, a motivated staff is more likely to work overtime without complaining, serve customers to their satisfaction and take the company to a higher level.

While talking about different factors enhancing employee motivation, money is considered as the strongest one as employees need to earn a respectable salary to live a quality and respectable life (Mumford, 1970). Financial rewards drive the individuals, who wish to fulfil their necessities to maintain a decent life and motivate themselves towards higher performance especially in the business related to the telecommunications sector. But in the long run, good salary cannot help to increase productivity and money alone cannot enhance efficiency (Aung, 2008). Focusing only on the satisfaction of monetary needs by organisational heads might wane the employee’s mentality in the long run as they seek only financial gain. So, it is important to think of another non-monetary component in the long run like rewards, performance feedbacks, praise, social acknowledgement and so on (Furnham & Argyle, 1998). Several

types of research have proved that rewards positively influence the employee performance leading to a job satisfaction. Among various tools used to motivate employees or group behaviour to improve organisational performance, motivation stands out the best. As a tool to motivate employees and their performance most organisations today use to pay promotion, bonus, reward and other types of rewards (Wahyuni et al., 2014). Salary is a great motivator, but if it is meant to be used as a motivator, the organisation or institution at first needs to develop a salary structure based on the significance, essentiality and productivity of the job, individual performance and special allowance. Leadership can be used as another significant tool to motivate an employee, as leadership enhances an employee's self-esteem and gives them a sense of belonging. Thus, making them have a feeling of being stakeholders. This in itself robs positively on the productivity and overall performance of such staff. It is important to gain the trust of employees and make them follow their manager or instructor to meet the objectives of the organisation. Moreover, if a leader wants to build his trust around the organisation and make the employees do their work appropriately, they need to be motivated becomes imperative (Baldoni, 2005). Assigning leadership position to staff ensures a reciprocal cooperation between staff and management, and this cooperation enhances performance.

As has been previously noted

motivation improves performance level. The ability to do work and willingness to do work both affect the efficiency of a person. The ability to do work is obtained with the help of education and training and willingness to do work is obtained with the help of motivation. Motivation also helps to change negative or indifferent attitudes of employees. Some employees have a negative attitude towards work making them to have a mindset that doing more work is not bringing any additional reward. The management of the bank must use various techniques to change this negative attitude. For example, if the financial situation of such an employee is weak, they might be motivated with a raise in their remuneration.

Moreover, motivation helps to reduce absenteeism in an organization. In some organisations, the rate of absenteeism is high. There are many causes for this poor work attitude, some of which include poor relations with colleagues and superiors, poor appreciation or recognition of the employee's effort in the organization, insufficient reward, etc. Bank managers should discourage all such deficiencies and motivates the employees. Motivated employees do not remain absent from work as the workplace becomes a source of joy for them. Motivation also helps to reduce resistance to change, thus ensuring that new innovations are constantly being implemented in the organization. Averagely, workers are not prepared to accept any changes in their normal routine. Employees can

be made to accept such changes easily with the help of motivation. Motivated people accept these changes enthusiastically and improve their work performance.

In addition, motivation saves cost. Motivated employees not only work faster, but they also use their creativity to ensure improvements that can lead to millions of money of savings for the organization. Motivated staff also ensure increased quality of products and reduce turn over: Turn-over not only costs money, but also slows down organization's progress while replacements are being trained.

#### **STATEMENT OF THE PROBLEM**

So many problems have been found to be a hindrance to Nigerian private sector, especially the telecommunications sector. Some of these challenges include poor employee performance, poor growth and inadequate staff development and its attendant low productivity. When an organization is not able to achieve optimum productivity, its vision and purposes can hardly be attained.

It has been noted that employees often complain about their wages and salary administration, poor working condition, welfare, supervision, provision of adequate machinery and materials at workplace, provision of proper appliance and their maintenances etc. The above complaints are indications that things are not going smoothly with the employees. On the other hand, management always wonder why the employees are no longer productive or

why there is low level of productivity in the organization despite paying them good salaries, providing good working condition and environment and giving excellent fringe benefits. Poor staff productivity often times goes beyond staff remuneration and point to the managers that employees are either not properly motivated or not satisfied with their job. Decreased production and performance will always remain low unless effort is made to unravel the factors that led to the poor performance. It was such alarming question that led some human relation experts into finding out what gives on individual's job performance. And that informed the basis for this study.

According to Aiyetan and Olotuah (2006) banks and industries in Nigeria have experienced low productivity due to inadequate motivation and staff training. In the Nigerian telecommunications industry, it is believed that productivity is low when compared to other developing countries and one of the factors contributing to such low productivity is that of workers motivation (Olabosipo, Adeyemi & Adesanya, 2004). However, most of the previous studies on the role of staff development and motivation on employees' job performance have been of little of practical application or offer it only for other sectors of the economy such as manufacturing companies and not to the telecommunications sector. Why this precarious situation? How effective staff development and motivational methods are used by employers to

influence workers performance? What is the relative importance of staff development and motivational factors (Extrinsic/Intrinsic) on workers' performance in the telecommunications sector and to what extent staff training and motivation relate with workers' performance in the study area? In view of the above discrepancy, the researcher seeks to provide information on the relationship between staff training, motivation and employees performance in the telecommunications sector with focus on selected staff of NetCom Africa Limited.

### **OBJECTIVES OF STUDY**

The main aim of the study is to explore the relationship between staff training, motivation and employees' performance in the telecommunications sector with focus on selected staff of NetCom Africa Limited

The specific objectives are to:

1. To examine if staff training, motivation and employees' performance are correlated.
2. Staff training will promote employees' performance.
3. Highly motivated staff will perform better on their jobs.
4. Gender will make a difference in employees' performance.

### **Human Capital Theory**

Schultz (1961) as put forth by Dae-bong (2009) recognizes employees' formal education determines his or her earning power. Human capital theory holds that it is the key competences, skills, knowledge and abilities of the

workforce that contributes to employees' performance. According to Human Capital Theory, training is an investment because it is believed that it could potentially bestow private and social benefits. Human capital theorists believe that training and earning power are correlated, which means, theoretically, that the more education one has, the more one can earn, and that the skills, knowledge and abilities that education provides can be transferred into the work in terms of productivity and profitability (Dae-bong, 2009).

The first applications of human capital theory in economics are by Becker and Mincer of the Chicago school. In his original approach, Becker (1964) develops a model of individual investment in human capital. In this view, human capital is similar to "physical means of production". According to Becker (1962), investing in human capital means "all activities that influence future real income through the embedding of resources in people". Human capital investments are expenditures on education, training, health, information, and labour mobility (Weisbrod (1966)). The accumulation of human capital takes place in three ways:

1. Formal schooling (i.e., the individual devotes his whole time to learning), on-the-job training (i.e. post-school training provided by the current employer), and off-the-job training (i.e. post school training provided by "for-profit" proprietary institutions) (Lynch (1991)).



2. These investments involve initial costs (direct tuition expenditures, foregone earnings during schooling, and reduced wages during training).
3. In order to gain a return on this investment in the future (Becker (1992)). The return to education is based on two interrelated channels: increased earnings for the worker and higher productivity for the firm as well as increased employment probabilities (Bloch and Smith (1977))
4. In a nutshell, there are two key determinants of the return to education: the costs of education and the employment opportunities after education (Rephann (2002)). The key element in the model by Becker (1964) is that education is an investment of time and foregone earnings for higher rates of return in later periods. As with investments in physical capital, a human capital investment is only undertaken by wealth-maximizing individuals or firms if the expected return from the investment (which is equal to the net internal rate of return) is greater than the market rate of interest. Regarding the costs of human capital investments, Perri (2003) remarks that - if the best alternative of an investment in specialized human capital is investing in another specialization of human capital - then the measure of foregone earnings has to cover the complete opportunity costs of specialized education. These opportunity costs describe

what could have been earned with the best alternative specialized education.

5. According to Haley (1973), there are two streams of human capital literature. The first analyses individual investments in human capital in order to estimate the internal rate of return (based on Becker (1964)). The second stream of literature deals with the life-cycle of earnings. The individual faces a trade-off between producing additional human capital and renting his existing stock of human capital in the labour market (based on Ben-Porath (1967)).

#### **RESEARCH QUESTIONS**

1. Will there be a significant relationship between staff training, motivation and employees' performance?
2. Will staff training significantly predict employees' performance?
3. Will there be a significant difference between employees' performance of highly motivated employee and employee who are not highly motivated?
4. Will there be gender differences in employee performance?

#### **RESEARCH HYPOTHESES**

1. There will be a significant positive relationship between staff training, motivation and employees' performance.
2. Staff training will significantly predict employees' performance.
3. Highly motivated employee will have a significant high score on employees' performance compare

to their counterpart who are not highly motivated.

4. Male employee will have a significant high score on employees' performance compare to their female counterpart.

## **METHOD**

### **RESEARCH SETTING**

This study was conducted in Lagos. Specifically, the study focused on the employees of NetCom Africa Limited in Lagos. The reason for the choice of the company is because of its strategic importance as a service provider to other companies and its high digitalized system of operation as well as its ability to attract highly knowledgeable and highly skilled staff from different parts of the country. Moreover, the company attracts employees from the diverse religion, ethnicity and backgrounds. Hence this research was a reflection of adults from different demographic groups.

### **POPULATION**

The population includes staff of NetCom Africa Limited from different units of the company including accounts, customer care, IT and data units.

### **PARTICIPANTS**

A total of one hundred and forty-five (145) staff of NetCom Africa Limited took part in the study. They were drawn from different units of the company and included male and female staff from different age grades, religion, and ethnic groups. The demographic characteristics of respondents are as follows: On gender, males were 70 (48.3%) and females 75

(51.7%). On age, 18 - 25 years were 19 (13.1%), 26 - 33 years were 48 (33.1%), 34 - 41 years were 52 (35.9%), 42 - 49 years were 18 (12.4%) while 50 - 57 years were 8 (5.5%). On ethnicity, Yoruba were 80 (55.2), Hausa were 2 (1.4%), Igbo were 29 (20.0%) while others were 34 (23.4%). On marital status, Single were 76 (52.4%), Married were 67 (46.2%), Separated were 1 (0.7%) while divorced were 1 (0.7%). On religion, Christians were 123 (84.8%), Muslims were 21 (14.5%) while Traditional were 1 (0.7%). On the duration of years at company, 0-5 Years were 103 (71.0%) while 6 years and above were 42 (29.0%). Only those who are *bonafide* and current staff of the telecommunications firms will participate in the study.

### **RESEARCH DESIGN**

The design for the present study was ex post facto research design. The justification for the choice of research design was because the variables are believed to have had their influence and the job of the researcher was merely to observe the changes in the dependent variables. The independent variables in the study were staff training and motivation, while the dependent variable is job performance.

### **INSTRUMENTS**

The instrument for data collection was a well-structured questionnaire consisting of four sections A-D.

**Section A** of the questionnaire

measured participants' demographic information such as age, sex, marital status and educational qualification.

**Section B: Job performance will be measured with** The Individual Work Performance Questionnaire (Koopmans, 2015), which is an 18-item scale developed in The Netherlands to measure the three main dimensions of job performance: task performance, contextual performance, and counterproductive work behaviour. All items have a recall period of three months and a 5-point rating scale (0 = seldom to 4 = always for task and contextual performance; and 0 = never to 4 = often for counterproductive work behaviours). A mean score for each IWPQ scale can be calculated by adding the item scores, and dividing their sum by the number of items in the scale. Reliability of the scores was adequate ( $\alpha = .83$ ,  $\alpha = .87$ , and  $\alpha = .77$  for task performance, contextual performance, and counterproductive work behaviours dimensions, respectively). Cronbach alpha is  $\alpha .87$ . Some of the items include, "I managed to plan my work so that I finished it on time, and I took on challenging tasks when they were available".

**Section C: Work Extrinsic and Intrinsic Motivation Scale (WEIMS):** this is an 18-item measure of work motivation theoretically grounded in self-determination theory (Deci & Ryan, 2000). The WEIMS's validation results showed the adequacy of both its construct validity and internal consistency. Its factorial

structure was also invariant across samples, and its quasi-simplex pattern and relationships with psychological correlates further supported the self-determination continuum. The internal consistency for the scale was .90. Cronbach's alphas assessing the internal consistency of the WEIMS's six subscales. Alpha values ranged from .64 to .83, suggesting adequate reliability (IM .80; INTEG .83; IDEN .67; INTRO .70; EXT .77; AMO .64). the scale has good reliability (alphas ranging from .60 to .84).

## RESEARCH PROCEDURE

Questionnaire was used to collect data from participants in the study. Permission was obtained from the management of NetCom Africa Limited before the participants were asked to complete the questionnaires. The respondents were informed of the purpose and objectives of the study, and its seriousness. Direction on how to complete the questionnaires were given and, they were encouraged to be as truthful as possible in their responses. The administration of the questionnaires involved only the researcher since the online method of questionnaire distribution was utilized. Direction on how to complete the questionnaire was given and participants were guided in proper completion of the questionnaire.

## STATISTICAL ANALYSIS

Data collected was analysed using Statistical Package for Social Sciences (SPSS version 22). Hypotheses were accepted at .05 level of significance. Hypothesis one was tested using Pearson Correlation while hypothesis

two was tested using Simple Linear regression analysis, while. Hypothesis three and four were tested using independent t-test.

**RESULTS**  
**DEMOGRAPHICS**

This chapter presents the demographic characteristics and the analysis of the study conducted, followed by interpretation of the same. In this study, a total of One hundred and Forty-Five (145) questionnaires were analysed for the purpose of this study.

**Table 1: Data Presentation on Demographic Characteristics of Respondents.**

Socio Demographic variables	F (%)
<b>Gender</b>	
Male	70 (48.3)
Female	75 (51.7)
<b>Age</b>	
18 - 25 years	19 (13.1)
26 - 33 years	48 (33.1)
34 - 41 years	52 (35.9)
42 - 49 years	18 (12.4)
50 - 57 years	8 (5.5)
<b>Ethnicity</b>	
Yoruba	80 (55.2)
Hausa	2 (1.4)
Igbo	29 (20.0)
Others	34 (23.4)
<b>Marital Status</b>	
Single	76 (52.4)
Married	67 (46.2)
Separated	1 (0.7)
Divorced	1 (0.7)
<b>Religion</b>	
Christianity	123 (84.8)
Islam	21 (14.5)
Traditional	1 (0.7)
<b>Duration of Years at company</b>	
0-5 Years	103 (71.0)
6 years and above	42 (29.0)

*Source: fieldwork 2023*

From the above table showing the socio demographic characteristics of participants that were used for the study. Gender of participants we had

participants who are Male 70 (48.3%) and Female 75 (51.7%). Age of participants we had participants who are 18 - 25 years 19 (13.1%), 26 - 33 years 48 (33.1%), 34 - 41 years 52 (35.9%), 42 - 49 years 18 (12.4%) and 50 - 57 years 8 (5.5%). Ethnicity of participants we had participants who are Yoruba 80 (55.2%), Hausa 2 (1.4%), Igbo 29 (20.0%) and Others 34 (23.4%). Marital Status of participants we had participants who are Single 76 (52.4%), Married 67 (46.2%), Separated 1 (0.7%) and Divorced 1 (0.7%). Religion of participants we had participants who are Christians 123 (84.8%), Islam 21 (14.5%) and Traditional 1 (0.7%). Duration of years at work of participants we had participants who have spent between 0-5 years 103 (71.0%) and 6 years and above 42 (29.0%).

**Table 2: Descriptive Statistics Table showing mean and standard deviation of Employee Performance, Job Motivation and Staff Training.**

	N	Minimu m	Maximu m	Mea n	Std. Deviation
Employee Performance	14	18.00	56.00	40.6	5.35
Job Motivation	14	18.00	84.00	62.7	10.08
Staff Training	14	35.00	60.00	50.1	5.38

*Source: fieldwork 2023*

**Hypothesis Testing**

This section presents the hypotheses that were tested, and results analysed. Seven hypotheses were tested. Hypothesis 1 was tested using Pearson correlation analysis, Hypothesis 2 was tested with Linear Regression analysis, Hypothesis 3 was tested with

t-test for independent measures, while Hypothesis 4 was also tested with t-test for independent measures.

**Hypothesis 1:** There will be a significant positive relationship between staff training, motivation and employees' performance.

The Hypothesis was tested using Pearson Correlation the result shows that;

**Table 3: Pearson Correlations**

Variables	Mean	SD	1	2	
1 Employee Performance	40.60	5.35	1		
2 Job Motivation	62.72	10.08	-.141	1	
3 Staff Training	50.12	5.38	-.224**	.240**	1

Table 3 reveal that Staff Training and employee performance are significantly and negatively correlated ( $r = -.224, p < .05$ ), while Staff Training and job motivation were found to be significantly and positively correlated ( $r = .240, p < .05$ ). However, job motivation and employee performance were found to have no significant correlated ( $r = -.141, p > .05$ ). At such we reject the hypothesis which state that “There will be a significant positive relationship between staff training, motivation and employees' performance”.

**Hypothesis 2:** Staff training will significantly predict employees' performance

**Table 4: Simple Linear regression results for staff training on employees' performance,**

Variable	$\beta$	Beta	T	Si	R	R <sup>2</sup>	F	Pv
(Constant)	51.773		12.606	.000	.224*	.050	7.517	<.05
Staff Training	-.223		-2.744	.007				

a. Dependent Variable: Employees' Performance.

It was revealed that Staff training serves as a significant predictor of employees' performance given the Beta and P value scores to be ( $\beta = -.223, P < .05$ ). Furthermore, Staff training is responsible for 5.0% variance in employees' performance ( $R^2 = .050$ ). which implies that Staff training explained 5.0% employees' performance of the participants, at such we accept the hypothesis which state that “Staff training will significantly predict employees' performance”.

**Hypothesis 3:** Highly motivated employee will have a significant high score on employees' performance compare to their counterpart who are not highly motivated.

**Table 5: t-test independent**

Employee Motivation	N	Mean	SD	Tcal	Df	Si	pv
Highly motivated	9	40.0	5.0	-	14	.09	>.05
Less Motivated	4	41.6	5.8	1.663	3	.099	

Result is not significant at  $p > .05$

The above table shows that, the t-test was unable to show a statistically significant differences between employees' performance of Highly motivated ( $M = 40.09, s = 5.04$ ) and Less Motivated ( $M = 41.66, s = 5.85$ ) [ $t(143) = -1.663, p = .099$ ]. Which implies that we reject the alternate hypothesis which states that “Highly

motivated employee will have a significant high score on employees' performance compare to their counterpart who are not highly motivated.”

**Hypothesis 4:** Male employee will have a significant high score on employees' performance compare to their female counterpart.

**Table 6:** *t-test independent*

Gender	N	Mean	SD	Tcal	Df	Sig	pv
Male	70	40.34	5.43	-.558	143	.578	>.05
Female	75	40.84	5.29				

Result is not significant at  $p > .05$

The above table shows that, the t-test was able to show a statistically significant differences between employees' performance of Male ( $M = 40.34, s = 5.43$ ) and Female ( $M = 40.84, s = 5.29$ ), [ $t(143) = -.558, p = .578$ ]. Which implies that we reject the alternate hypothesis which states that “Male employee will have a significant high score on employees' performance compare to their female counterpart.”

**DISCUSSION OF THE FINDINGS**

The first hypothesis stated that there would be a significant positive relationship between staff training, motivation and employees' performance.

It was revealed that staff training and employee performance were significantly and negatively related, while staff training and job motivation were found to be significantly and positively correlated. However, job motivation and employee performance were found to have no significant

correlation. As such, the hypothesis was rejected.

Many studies have been carried out on this subject matter. Some of those studies disagreed with findings of this study. For example, Owusu (2012) conducted research on the effects of motivation on employee performance of commercial bank in Ghana and the researcher used salary, fringed benefits, promotion, and loans as motivational factors. The findings of the research indicate that employees are interested in enhanced salaries, fringed benefits, promotion, and car loans as motivating elements sufficient to push employees of the telecommunications to give out their best. Persistent interest in and importance of motivation is related to numerous positive organizational outcomes, such as: increased productivity decreased absenteeism and reduced employee turnover.

According to Aschalew, (2015) lack of motivation among employees is the major factor of poor job performance in Anbassa City Bus Service Enterprise and poor services delivery is linked by lack of motivation among employees. According to Addis Ababa Bureau of city administration there are attitudinal problems among the enterprise’s drivers and fare collectors. There is also a high turnover of drivers and fare collectors to other private companies because of a low salary scale which is less than other similar transport organizations. The working environment, compensation package and future prospects offered by the organization to the frontline staff

would make a significant difference in their motivation levels and consequently the quality of service rendered to the passengers.

The second hypothesis stated that staff training will significantly predict employees' performance. It was revealed that staff training serves as a significant predictor of employees' performance. Furthermore, Staff training is responsible for 5.0% variance in employees' performance which implies that Staff training explained 5.0% employees' performance of the participants. Consequently, the hypothesis was accepted.

The study is in line with human capital development theory which states that training and education are the key competences, skills, knowledge and abilities of the workforce that contributes to performance. According to Human Capital Theory, training is an investment because it is believed that it could potentially bestow private and social benefits. Human capital theorists believe that training and earning power are correlated, which means, theoretically, that the more education one has, the more one can earn, and that the skills, knowledge and abilities that education provides can be transferred into the work in terms of productivity and profitability (Dae-bong, 2009).

Other studies concur with the findings. For example, Cross (2018) attempted to find out the impact which training has employee performance bearing in mind that the aggregate of individual

performance will culminate to organizational performance. Data was collected from 304 respondents who were drawn using Taro Yamane sample size determination technique through structured questionnaire. The data collected was subjected to both descriptive and inferential techniques were used to test formulated hypotheses. The study showed that employee skill, knowledge and ability gained from training has significant effect on productivity. Further findings reveal that training has effect on employee commitment to the organization.

Also, Ahsan, Shahadat and David (2016) evaluated the effect of training on employees' performance in Nigeria hotel industry (Sheraton Hotel and Resorts, Lagos) as a case study. The research assessed the performance of employees at Sheraton hotel and resorts, Lagos, based on its objective and to enhance organizational effectiveness by virtue of training in Nigeria hotel industry. It is established that a significant relationship exists between the level of training and incentives to motivate employees' in enhancing their performance in Sheraton hotel and resort, Lagos.

A study in France (d'Arcimoles, 1997) found that the more training given, the better the economic performance. Training was permanently and clearly associated with an increase in profitability and productivity. Raising the proportion of workers trained in an industry by 5% points (say, from the average of 10% to 15%) was associated with a 4% increase in value

added per worker and a 1.6% increase in wages. They note that this level of increase has also been found by other researchers like Blundell et al. (1996) and Booth (1991). Collier et al. (2002) have found that increasing investment in training reduces the chance of firm closure. For small firms it was the training of craft and manual workers that made the difference, for larger firms it was training of professional, clerical and secretarial employees. Others have found evidence on benefits from training in terms of motivation and attitude; Booth and Zoega (2000) suggested that training fosters a common firm culture and helps attract good quality workers; Green and Felstead et al. (2000) found that training had a downward impact on employee turnover.

The third hypothesis stated that highly motivated employees would have a significant high score on employees' performance compared to their counterpart who are not highly motivated. The result failed to show a statistically significant difference between employees' performance of highly motivated compared with those who are not. This implies that the hypothesis was rejected. The study contradicts the motivation theories. For example, the Content theories which place emphasis on what motivates and are concerned with identifying people's needs and their relative strengths, and the goals they pursue in order to satisfy these needs. Main content theories include: Maslow's hierarchy needs model; Alderfer's modified need hierarchy model; Herzberg's two factor theory

and McClelland's achievement motivation theory (Koontz and Wehrich, 1990; Child, 1984).

Similarly, Akinyi-Omollo (2015) sought to assess the effect that motivation had on the job of workers of the Kenya Commercial Bank in Migori County. The study also focused on the demotivating factors like delay of promotion, no clear career progression, unreasonable load, long working hours and lack of appreciation from the managers. Based on these the study indicates that monetary rewards significantly affect the performance of the employee in the organization.

Oluseyi and Ayo (2009) argued that job performance is related to the willingness and openness to try and achieve new aspects of the job which in turn will bring about an increase in the individual's productivity. Job performance can be defined as "all the behaviours employees engage in while at work". A good employee performance is necessary for the organization, since an organization's success is dependent upon the employee's creativity, innovation and commitment (Kreisman, 2002). Chaudhary and Sharma (2012) think that motivated employees are more productive than non-motivated employees. If employee is satisfied and happy, then he/she will do his/her work in the best amazing manner. The result will be positive and will motivate other employees in office. In order to increase work effectiveness and performance, it is important to address a number of issues, including



increasing motivation among employees, making them feel satisfied with their job and increase their-job related wellbeing in general (Bogdanova & Naunivska, 2008).

Christain, Ghaza and Slaughter (2011), Kahn (1990) and May, Gilson and Harter (2004) linked motivation and employee performance. Many studies found indirect relationship between motivation and employee performance. They found that motivation and employee performance increase a firm productivity; most scholars have linked motivation and performance to increase profit and employee performance. There was presumed the relationship between work motivation (intrinsic & extrinsic) and employee performance.

The fourth hypothesis stated that male employee will have a significant high score on employees' performance compare to their female counterpart. The result was able to show a statistically significant differences between employees' performance of Male and Female. Which implies that we accept the alternate hypothesis.

Several studies (Beisiegel, 2003; Bellenger et al., 1984; Busch & Bush, 1978; De Vaus & McAllister, 1991; Guppy & Rick, 1996; Huddleston et al., 2002; Sempane et al., 2002; Senior, 2003), did not show any significant gender difference in job performance. All of these studies employed correlation analysis in their assessment of the said possible relationship, and their samples covered several hundred respondents

in a number of different industries, notably pharmaceutical and retail, in both the public and private sectors.

## **CONCLUSION**

General conclusion from the findings, the findings reveal that while increase in staff training does not necessarily lead to increase in employee performance, staff training increases the level of motivation for the job. However, no relationship was found between job motivation and employees' performance. The findings reveal that staff who are well-trained, perform better than those who are not trained. Similarly, it showed that when employees are motivated, they do not necessarily perform better. It also revealed that when companies train their staff, it surely leads to better performance in their jobs. However, staff who are more motivated do not necessarily perform better than those who are less motivated.

Also, the findings showed that male staff reported higher performance level than their female counterparts. The study concludes that if the right employees are motivated and sent on training through the systematic training procedure of identifying and selecting employees for training, there would be a significant improvement on the organizational performance. Therefore, for NetCom Africa Limited to become more productive and remain in business, especially in this era of increased global competitiveness and growing complexity of the work environment,

adequate training need assessment should be conducted before embarking on motivation or sending employees on training. In addition, NetCom Africa Limited should have a mechanism for evaluating employee post training performance. Emphasis should be on skill gap and not on sentiment when selecting employees for motivation or training.

### **RECOMMENDATIONS**

In the light of the findings and conclusion of the study the following recommendation are made:

1. Seminars and workshops should be organized for the Human Resource department on the importance of systematic approach of training and proper procedure to follow in identifying skill gaps in the various departments.
2. Heads of Departments should be sensitized on the importance of identifying the right people to be motivated or sent on training.
3. Recommending employees for motivation or training based on favoritism should be discouraged by the management.
4. A mechanism should be created for proper assessment and evaluation of employee performance after motivation or training.
5. The organisations should ensure also that adequate training design, rich in content is used for employee training. The content should be able to include all the identified skill gaps, while making sure that a trainer who is knowledgeable and experienced

in that area is contracted for the training delivery.

6. Employees should be encouraged to embrace other developmental courses that could impact on their general performance and increase organizational performance.

### **CONTRIBUTIONS TO KNOWLEDGE**

Employee motivation and training enhances the skills, capabilities and knowledge of employees for doing a particular job, thereby improving performance. Employee motivation and training molds the thinking of employees and leads to quality performance of employees. It is continuous and never ending in nature. The objective of both employee motivation and training programmes, whether on-the-job or off-the-job is to bring about a positive transformation process in the employees' skills, knowledge of the job and improve their performance which in turn will improve organizational performance.

This study will contribute to knowledge through the adoption of the recommendations contained here. It will also provide information to different companies about the usefulness and effectiveness of motivation and training programmes in relation to individual and organizational performance.

### **SUGGESTIONS FOR FUTURE RESEARCH OR STUDIES**

It is recommended that further study can be extended to different private and public institutions to assess the relationship between employee training, motivation and employee

performance. The sample size can be enlarged in those institutions and different statistical tool can be used in the research. Other researchers should consider investigating the relationship between employees' training, motivation and performance in the Higher Learning Institutions as they are responsible for providing quality of education. Furthermore, due to the results from the respondents who's not sure on the factors like Employees Equal Treatment, Employee Social

Gathering, and Employee Health Insurance are among of the motivator factors, the researcher may further study on these factors especially on learning institutions. Future research should seek additional performance outcomes at the job level from larger samples with increased statistical power. Measures with few items are more prone to unreliability than summated measures with greater numbers of items.

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