

EVIDENCE BASED ASSESSMENT OF THE IMPACT OF TRAINING AND MOTIVATION ON EMPLOYEE' PERFORMANCE: LESSONS FROM CALL-CENTRE WORKERS IN KWARA STATE

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Abstract

The paper examined the impact of training and motivation on employees' performance on call-centres employees in Ilorin West local government area of Kwara state. Data was derived from primary and secondary methods. Primary data sources in this case involved the use of questionnaire while the secondary data were collected from existing literature relevant to the study. The population of the study was 720 while the sample size was 400 based on the Taro and Yamane formulae. 400 copies of the questionnaire were administered but 371 copies were filled, returned and analysed. The study reaffirmed the important roles of training and motivation of staff in the emerging call centres in Ilorin. The study also affirmed that employees remain the most important assets in call centre companies because a skilful workforce without the necessary motivation is prone to failure. The study recommended a graduated reward system that prioritizes performance on a monthly basis; there should be job training for employees that will help the employees learn more about work ethics, human relations and the need for safety at the workplace and developmental training outside the office environment or location will further boost the motivation of workers in call centres in Ilorin West Local Government area of Kwara State.

Keywords: Training, Motivation, Employees, Performance, Call – Centre

Introduction

Every organisation either public or private is charged to achieve a particular objective and to achieve success, the organisation needs a well-qualified, competent and skilled employee with good training and motivation. Organisation is not just the structure as we all know but the processes involved in coordinating human activity and material resources to achieve an objective. Training is very important in the organisation. Employee training and development has emerged as an instrumental central point over the past three decades. The employees of any organisation are the most central part of the organisation so, they need to be influenced and persuaded towards task fulfilment (Cetin, 2013). When the employees of an organisation are highly motivated and proactive in their activities, they will do whatever is necessary to accomplish the goals of the organisation and their work will have a direct impact on the organisation's performance. Training is an organized increase in the know-how skills and sensations needed for staff members to execute efficiently in the offered process, as well as, to operate in the underlying situation (Saleem et al, 2011).

Motivation is very important in an organisation and it could be intrinsic or extrinsic. Intrinsic motivation is derived from the individual. Achievements, accomplishments, challenges and competence among many others which are derived from performing one's task well are intrinsic motivations. (Aful-Broni, 2004). Extrinsic motivation comes from the work environment, external to the person and his or her task. This type of motivation includes; a good salary, fringe benefits, enabling policies and various forms of supervision (Mankoe, 2006). Motivation generally means the resolution of achieving a goal, marked by goal-directed behaviour.

Organisation from the past has adopted policies of good remuneration and other benefits to increase their workers' performance and thereby increasing the organisations productivity. Considering the present global economic trend, most organisation have realized the fact that for their organisation to compete

favorably, the performance of their employees goes a long way in determining the success of the organisation, the performance of employees in any organisation is crucial, not only for the growth of the organisation but also for the growth of individual employees (Meyer and Peng, 2005).

A call centre is seen to be an open workspace for call centre agents, with workstations that include a computer and display for each agent and connected to an inbound or outbound call management system, and one or more supervisor stations. It can be independently operated or networked with additional centres, often linked to a corporate computer network, including mainframes, microcomputer or servers and LANs. (Wikipedia, 2022). An inbound call centre is operated by a company in administering different incoming products or service support or information enquiries from consumers while outbound call centres are usually operated for sales promotion purposes like telemarketing, for solicitation of charitable or political donations, debt collection from customer, market research, emergency notifications. They are a team of customer service specialists who help field phone calls from customers with questions about a company's services or products, they can be centralised or remote, and they are used for receiving or transmitting a large volume of enquiries by telephone such as Call – centres in Ilorin West metropolis include DSTV centre, MTN call centre, Airtel call centre and Buy Power call centre.

Statement of the Problem

Despite the significant roles of motivation, training and manpower development in employee productivity and organisational performance, training programs are not sufficiently supported by organisations in Nigeria. It is presumably observed that inadequate programmes/seminars that will add value and develop staff made some staff undertake personal training at the detriment of the employers. The fear of Job security among workers is one of the factors responsible for low productivity. Some organizations consider the cost of training programs and motivating their employees as a waste rather than an investment. Employees' performance and productivity have been impaired due to poor working conditions, unfair organisational policies, lack of proper payment, poor interpersonal relationships, and poor or absence of adequate training and training facilities to help develop capable manpower.

In Ilorin, zeal to work hard is present naturally in the life of every average employee but this could not be apparent due to the general conception that their efforts would not be recognized or rewarded effectively. Most employees feel that the reward system itself is poor and does not equate with their efforts toward work and their economic conditions. Many scholars have worked on training and motivation such as (Abebeha & Bariha, 2012; Byrne, 2009; Meyer and Peng, 2005) but none has written on the impact of training and motivation on employee performance in all-centres workers in Ilorin West local government area of Kwara state. This study intends to fill the gap.

Objectives of the Study

The objectives of this study are to:

- i. identify the various training and motivational models available to Call – Centres employees in Ilorin West; and
- ii. evaluate the effectiveness of training and motivation of employees in call centers within Ilorin West;

Research Questions

- i. How effective are the various training and motivational models on Call - Centres employees in Ilorin West?
- ii. Does training and motivation of employees of Call - Centres within Ilorin West enhance productivity?

Literature Review

Training

Jones, George & Hill (2000) define training as the process through which experiences are deliberately offered to trainees to enable them to absorb some new perspective, understanding, value, attitude, techniques or skills. Training is any learning activity that is directed toward the acquisition of specific knowledge and skills for the purpose of an occupation or task (Cole, 2002). Training is defined as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that result in the effective performance of the workers; it also extends the productivity of the organisation (Lang, 2009). Training primarily focuses on teaching organisational members how to perform their current jobs and

helping them acquire the knowledge and skills they need to be effective performers (Jones, George & Hill, 2000). Training is also seen as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers and also training extends the production of the organisation (Laing, 2009). Training and development is managing knowledge to develop the organisation's culture, to enhance individual performance and to strengthen the organisation's capability (Kremple & Pace, 2001). Training and development is defined as a process of systematically developing work-related knowledge and expertise in people for the purpose of improving performance (Swanson & Holton, 2001).

Motivation

Motivation is a mental and inner condition of an individual or employees within an organisation for performing their jobs or responsibilities in order to satisfy needs, wants, desires and their expectations. Motivation is a condition of living beings, which encourages or directs them for doing work or making internal behaviour (Khaleque, 1990). Motivation is also a force, which induces employees to act in a desired manner (Koontz et al., 1987). It is very important for all organisation to find ways of motivating their employees and to keep them in line into accomplishing the goals and objectives of the organisation. Human needs must be satisfied, and this can cause the arousal of motivational forces (Mile, 2004).

Employees' Performance

Employees' performance can be described as how workers behave in the workplace or their work environment and how well they perform the task roles and functions the organisation obligated to them. Employees' performance may be taken in the perspective of three factors that make it possible to perform better than others, determinants of performance may be such as declarative knowledge, procedural knowledge and motivation (McCloy et al., 1994). It is so important to note that training and motivating the organisation's employees can affect and improve their general performance towards accomplishing set goals and objectives. To perform their task effectively, employees within the organisation can be motivated in different ways in order to get maximum output and improved organisational productivity, these rewards can be intrinsic or extrinsic.

Employees' performance may refer to work effectiveness, quality and efficiency at the task level. Employees' or individual performance affects the team and organisational performance. When employees' performance is poor, the overall organisational productivity may be affected and this might be evident and have negative impacts on the organisational goals and objectives as well as its reputation. Training employees with the necessary skills and educating them on the organisation objectives and goals will give the habit of accomplishing their tasks; they feel value when they are trained. Motivating employees for goal setting is another essential tool for improving employees' performance (Goerg, 2015).

Theoretical Framework

The study adopts Abraham Maslow's Hierarchy of Needs (1943). Maslow argued that human needs are arranged in a ladder-like steps. He proposed a rising order of needs from the level of physiological to self – actualization. Maslow affirms that human beings have five levels of needs that they always sought to meet, from the physiological needs to safety and security needs, social needs, self – esteem needs to the self – actualization needs. The assumption of the theory is that the organisation must give the employees appropriate and commensurable salary or wages in order for them to get their basic necessities of life like water, food, sex, sleep, activity, stimulation, and oxygen. The theory also emphasizes on the need of the human nature, the uniqueness and essentiality of Maslow's hierarchy of needs is its perceptive insight into human general nature and the need to build team work among them.

The Abraham Maslow theory has relevance in the modern-day applications of it, especially in the world of business in which it assists to interpret human behaviour, what they want and desire and what motivates them as individuals. The theory also assumes that employees' security should be prioritising in the organisation. In this regards, the organisation should provide the employees with job security, safe and hygienic work environment, and a good retirement benefits so as to retain them. The theory also assumes that employees want challenges at work place to help them grow, the organisation should give the employees more challenging job roles in which the employees' skills and general competencies can be fully utilized. Moreover, growth opportunities can be given to them so that they can reach their peak.

The theory has been criticized for its failure in applications. It is very important to take into considerations that not all employees are governed by same set of needs and values. Different individuals within the organization may be driven by different needs at some point in time. It is always the most prevailing unsatisfied need that motivates an individual. Another weakness of the theory is the fact that it is not empirically supported. The theory is not applicable in some cases; there is no way to accurately measure how satisfied one level of need must be before the next higher need becomes operative. The theory is somewhat cultural-bound, which makes it lack validity across different cultures and societies, in this regard, the expectations of the hierarchy may be limited to Western cultures and not fully applicable in other cultures. The theory also fails to take into consideration the probability of individual differences in the organisation, however, it assumes that the same needs in the same order apply equally from one individual to another individual irrespective of their nature.

Methodology

The study relied on both primary and secondary data. The researcher adopted the qualitative and quantitative methods. The population for this study comprises 720 staff of the different call – centres in Ilorin West local government. The sample size was 400 and it was determined through the Taro Yamane formula. 400 copies of questionnaires were administered but 371 were filled and returned.

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = sample size

N = population size

e = allowable error limit (%)

$$n = \frac{720}{1 + 720 \times (0.5)^2}$$

$$n = \frac{720}{721 \times 0.0025}$$

$$n = \frac{720}{1.802}$$

$$n = 399.56$$

Approximately, 400. Therefore, the sample is 400.

Data Presentation and Analysis

Table 1: Training and Motivation on Employees' Performance

S/N	Items	SA	A	N	D	SD	Total	Remark
1	Effective and continuous training can help employee's performance.	143	112	7	60	49	371	Strongly Agreed
		38.5%	30.2%	1.9%	16.2%	13.2%	100%	
2	The challenges that my job provides, motivate me to perform better.	110	127	10	59	65	371	Agreed
		29.6%	34.2%	2.7%	59.9%	17.5%	100%	
3	Adoption of new training and motivational models will automatically improve employees' performance.	139	106	5	64	57	371	Strongly Agreed
		37.5%	28.6%	1.3%	17.3%	15.4%	100%	
4	The success of an organisation depends on the training and motivational techniques being adopted.	132	113	12	48	66	371	Strongly Agreed
		35.6%	30.5%	3.2%	12.9%	17.8%	100%	

Source: Researcher's Field Survey, 2023

Table 1 above shows that the majority of the respondents $38.5\% + 30.2\% = 68.7\%$ strongly agreed that effective and continuous training can help employee's performance in the organization. This is similar to Richard and Saatcioglu (2008) that regular training and skill enhancement not only improve individual performance but also contribute to the overall growth and success of organizations. Fitz-enz, (2009) suggests that continuous training and development programs are essential for maintaining a competitive workforce. Holton (1996) emphasizes that effective training programs are vital for improving employee performance and increasing an organization's competitive advantage. He advocates for a systematic approach to training that aligns with organizational goals. Rao (2010) argues that continuous training leads to employee growth and improved performance, benefiting both individuals and organizations.

The majority of the respondents $34.2\% + 29.6\% = 63.8\%$ agreed that the challenges associated with their job and duties can serve as a motivation for them to perform better. The result is in line to previous study by Herzberg that challenging job duties and responsibilities fall under motivator factors and can indeed serve as strong sources of intrinsic motivation. Victor (1964) emphasizes that individuals are motivated to exert effort when they believe that their efforts will lead to a desired outcome. When employees face challenging tasks, they may perceive them as opportunities for personal and professional growth, which can increase their motivation to perform better. Edwin (1990) posits that setting challenging and specific goals can lead to higher levels of motivation and performance. When employees are presented with challenging job duties, they may set ambitious goals for themselves, driving their efforts to achieve them. Mihaly (1990) introduced the concept of "flow," which occurs when individuals are fully engaged in challenging tasks that match their skills. When employees experience flow in their work, they are likely to be highly motivated and perform at their best. McClelland (1961) suggests that individuals who have a strong need to achieve tend to seek out and perform well in challenging situations. For employees with a high need for achievement, challenging job duties can be a source of motivation.

The majority of the respondents $37.5\% + 28.6\% = 66.1\%$ strongly agreed that the adoption of new training and motivational model will automatically improve employees' performance. The finding is in line with Lawler (2003) argues that adopting new models that focus on skill development and motivation can significantly enhance employee performance. Maslow (1943) states that new training and motivational models that address these higher-level needs can lead to improved employee performance. Also, Hersey (1977) of the opinion that by adopting new training and motivational models, leaders can tailor their approaches to individual employee needs, thereby improving performance. McGregor (1960) admitted that adopting a theory Y approach, which assumes that employees are intrinsically motivated and enjoy work, can lead to improved performance when combined with effective training. Kotter (1996) argues that successful organizational change often involves new training and motivational models. These models can create a sense of urgency, engage employees, and drive performance improvement during periods of change.

Furthermore, the majority of the respondents $35.6\% + 30.5\% = 66.1\%$ strongly agreed that the success of an organisation depends on the training and motivational techniques being adopted. The result is similar to Herzberg (1968) that effective training and motivational techniques, which fall under motivator factors, are essential for creating job satisfaction and enhancing organizational success. McClelland (1961) asserted that training and motivational techniques that tap into these needs can drive performance and contribute to organizational success. Vroom (1964) posits that employees are motivated when they expect that their efforts will lead to desired outcomes. Effective training and motivational techniques that clarify these linkages can enhance employee performance and, by extension, organizational success. Pink (2009) argues that training and motivational techniques that focus on autonomy, mastery, and purpose can lead to higher levels of employee engagement and contribute to the success of organizations. Lawler (2003) contends that training and motivational techniques aligned with organizational goals are critical for achieving sustainable success.

Table 2: Effect of Reward System and Training on Employees Performance

S/N	ITEMS	SA	A	N	D	SD	TOTAL	REMARK
5	I am motivated by our reward system and it makes me perform better.	139	118	25	41	48	371	Strongly Agreed
		37.5%	31.8%	6.7%	11.1%	12.9%	100%	
6	Workers are willing to work when they are recognized for their efforts.	128	114	9	49	71	371	Strongly Agreed
		34.5%	30.7%	2.4%	13.2%	19.1%	100%	
7	A good pay package will enhance employee's performance.	157	136	20	31	27	371	Strongly Agreed
		42.3%	36.7%	5.4%	8.4%	7.3%	100%	
8	Employee training and development bring efficiency to the organization.	127	141	14	47	42	371	Agreed
		34.2%	38%	3.8%	12.7%	11.3%	100%	

Source: Field Survey, 2023

Table 2 above shows that the majority of the respondents $37.5\% + 31.8\% = 69.3\%$ strongly agreed that they are motivated by the reward system and it makes them perform better.

The finding is similar to previous study by Skinner (1953) that positive reinforcement through rewards can strengthen desired behaviors, such as better job performance. Vroom (1964) posits that individuals are motivated to exert effort when they believe that their efforts will lead to desired outcomes, and these outcomes are valued as rewards. Employees who perceive a clear link between their performance and rewards are more likely to perform better. Luthans (2000) suggests that rewarding employees for good performance can lead to increased job satisfaction and better job performance. Deci, and Ryan (1985) emphasize on the importance of intrinsic motivation, they recognize that well-designed reward systems can enhance employee engagement and performance. FHerzberg (1968) identifies recognition and achievement (often linked to rewards) as motivators that can lead to job satisfaction and improved performance. Rewards play a crucial role in the motivation factor of the theory.

Also, the majority of the respondents $34.5\% + 30.7\% = 65.2\%$ strongly agreed that the employees of the organisation are willing to work when they are recognized for their efforts and performance. The finding is similar to Herzberg (1968) who argues that acknowledging and recognizing employees for their efforts can lead to increased motivation and willingness to work. According to Maslow (1943), when employees feel recognized and valued, they are more likely to be motivated and willing to contribute their best efforts to their work. McGregor (1960) posits that employees are inherently motivated and willing to work when they are given opportunities for personal growth, responsibility, and recognition. Recognition is seen as a fundamental factor in creating a positive work environment. Pink (2009) explores the concept of autonomy, mastery, and purpose as key motivators. Recognition and feedback play a crucial role in the "purpose" component, where employees seek a sense of meaning and acknowledgment in their work. Deci and Ryan (2000) underscore the importance of autonomy and relatedness, which includes recognition and feedback, in motivating individuals. When employees feel recognized and valued, they are more willing to engage and contribute to their work.

The result is also in line with Grant (2013) argues that recognizing and appreciating employees' contributions not only motivates them but also fosters a positive work culture and enhances job satisfaction. Carnegie (1936) suggests that genuinely recognizing and praising employees' efforts can lead to increased enthusiasm and willingness to work. Blanchard (2002). argues that timely and specific recognition can create a motivating environment and encourage employees to willingly put in extra effort. Adair (1987) emphasizes

the role of recognition in enhancing motivation and commitment. He believes that recognizing employees' achievements and efforts can lead to a more engaged and willing workforce. Rath and Clifton (2004) argue that recognizing and acknowledging others' contributions fills their emotional buckets and motivates them to work willingly and positively.

The majority of the respondents $42.3\% + 36.7\% = 79\%$ agreed that a good pay package will enhance employees' performance within the organisation. This is similar to Pfeffer (1998) that organizations that offer fair and competitive compensation packages are more likely to attract and retain top talent, resulting in improved performance. Herzberg (1968). identifies pay as a hygiene factor, meaning that it can prevent dissatisfaction when it is fair and competitive. While pay alone may not motivate, inadequate compensation can lead to dissatisfaction and reduced performance. Vroom (1964) suggests that employees are motivated when they believe their efforts will lead to desired outcomes, including financial rewards. A good pay package can create a clear link between performance and rewards, motivating employees to perform better. McClelland (1961) posits that individuals with a high need for achievement are more likely to be motivated by challenging goals and the potential for rewards, including financial incentives. A competitive pay package can tap into this need for achievement. Locke (1990) suggests that setting specific and challenging goals can lead to higher motivation and performance. Compensation can be seen as a reward for achieving these goals, providing a strong incentive for employees.

In addition, the majority of the respondents $38\% + 34.2\% = 72.2\%$ agreed that when employees are trained and developed, it will bring efficiency to the organisation. The result is in line with Lawler (2003) that the importance of training and development for enhancing organizational effectiveness. He argues that investments in employee training lead to improved skills and competencies, resulting in higher efficiency and performance. Senge (1990) believes that continuous learning and skill development contribute to improved efficiency and adaptability. Donald and Kirkpatrick (2005) emphasize the importance of assessing training's impact. According to his model, training and development programs that are well-designed and effective lead to improved job performance and, consequently, organizational efficiency. Armstrong (2009) argues that a well-trained workforce is better equipped to handle tasks efficiently, leading to enhanced organizational effectiveness. Dessler (2017). states that training contributes to improved job performance and, consequently, organizational efficiency.

Conclusion

The study examines the Impact of Training and Motivation on Employees' Performance, using the Call – Centres in Ilorin West as our case study. The paper concluded that training and motivation are very important elements of the employees' performance in an organisation and the overall productivity of the organisation. It revealed that there is a strong impact of training and motivation on employees' performance since the employee's finds their training and motivation beneficial for their performance. It is important for organisation to get skilled and capable employees for better performance, when employees are well trained and are highly motivated they become more competent and do their responsibilities with all their might.

Recommendations

- i. The importance of training and motivation cannot be sidelined in an organisation, there is a need for continuous training and motivation of employees as it will help their performance in the organization. A developmental training outside the office environment will help employees learn more about work ethics, human relations and the need for safety at the work place.
- ii. There is also a need to motivate employees who performed exceptionally well during the month with good rewards because an employee who is recognized and rewarded for his or her outstanding performance or contribution will spur other employees into action and this may certainly nurture an inbuilt desire to perform better
- iii. Training should also be based on the need of the organisation. It must be what will benefit the employees in terms of performance and knowledge which will in turn affect the organisation's growth and advancement. Organisation should train employees on more of leadership skills that will help them perform better when the need arises. Leadership positions are constantly open in the organisation, training will help prepare them for more advanced or higher responsibilities in the organisation.
- iv. Motivated employees always look for better ways to complete their jobs, they are more quality oriented and are more productive, the reward system is very important to the employees of any

organisation, good remuneration packages, better pay and regular review of salaries will motivate the employees and will help enhance their performance within the organisation.

- v. Organisation should continue to take training and motivation as vital to the organisation and employees', majority of the organisation fail to forecast the advantage of continuous motivation, training and development of their employees in order to promote the efficiency and effectiveness of their organisations.

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