




Training, Remuneration and Teamwork as Predictors of Job Performance of Employees: An Insight from National Examinations Council, Nigeria

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ABSTRACT

The impact of training, remuneration, and teamwork factors on job performance has been affirmed in the literature. However, not all organizations devote efforts to these critical variables of performance, which has led to employees' poor job performance. Hence, this study examined the influence of training, remuneration, and teamwork factors on job performance among employees of the National Examinations Council (NECO) of Nigeria. The study was located within a positivist paradigm that adopted a descriptive survey design. A purposive sampling technique was adopted in selecting 140 NECO employees, and a random sampling technique was employed to select 100 respondents from the total population of 1000 secondary school registrars. One research question was answered, while four hypotheses were tested in the study. Two research instruments were used for data collection. Data were analyzed using frequency count, percentage, Pearson product-moment correlation, and multiple regression statistical tools. The result showed that NECO employee job performance is excellent. There was a significant relationship between remuneration and job performance ($R=0.864$ (Sig, .023)). There was also a significant relationship between teamwork and job performance $R=2.072$ (Sig, .022). In addition, a significant relationship existed between training and job performance $R=1.143$ (Sig, .008), and the combination of the independent variables is effective in predicting employee job performance ($F(3,136) = 9.224$, $p < 0.05$). Based on the result of the study, it was concluded that the independent variables are critical factors in determining the job performance of NECO employees in Oyo state, Nigeria. Hence, it was recommended that all these factors be given deserved attention and taken seriously by the management to get the best out of its employees.

KEYWORDS

Training; remuneration; teamwork; job performance and employees.

INTRODUCTION

Employees are arguably the most critical asset to an organization — either in the public or private sector, and employees' job performance gives an insight into an organization's overall productivity (Ganesh, 2015). In other words, employees' job performance remains one of the most critical indicators to know if an organization is succeeding or receding. Job performance advances responsiveness, ultimately enhancing organizational effectiveness (Johari and Yahya, 2009).

Job performance refers to the amount of capacity demonstrated by an employee in the assigned duty schedule. In other words, it is a measured level of success shown by employees in the assigned jobs (Avunduk, 2021; Ertekin, 2021; Gülduran, & Perçin, 2020). Job performance comprises three key factors: skills, effort, and the nature of work conditions. The skills entail knowledge, abilities, and competencies that staff brings on the job. This may be a product of formal education or training. Effort relates to the degree of motivation an employee puts in to ensure the job is done, while the nature of work conditions is the degree of accommodation of these conditions by the employees in achieving productivity in an organization (Kazmi & Amjad, 2008).

Meanwhile, five crucial factors, namely: money, methods, materials, machinery, and manpower, are vital in the management of organizational performance. Manpower is pivotal due to its coordinating role of all other factors. In this study, the manpower is the staff of the National Examinations Council who utilize other factors. Job performance may be difficult to attain without adequate and qualified manpower. Thus, merit-based recruitment is necessary due to its influence on organizational performance (Ekwoaba et al., 2015). This has necessitated the need for management to strengthen organizations' criteria for recruitment because of its implications on the quality of its workforce. Hence, employee performance is a critical factor in measuring if the goals or objectives of an organization are being met.

Some previous studies have affirmed similar positions that there is a positive and significant relationship between staff recruitment and job performance. In other words, maintaining quality assurance in manpower recruitment is positively related to organizational performance. If unqualified staff is recruited, it will affect organizational performance and the organization's job performance. This will ultimately impede the progress and productivity of the organization (Gamage, 2014; Syed, 2012).

Therefore, in achieving optimal job performance in an organization, training, remuneration, and teamwork are critical factors influencing employee performance. Training and development remain an initiative by employers or management to advance workplace skills, knowledge, and competencies. It does not occur in the classroom but through collaboration, mentoring, activities participation, research, and professional experience (Ekpenyong, 2022). Employee training and development cannot be overemphasized in the workplace because not all staff, even those with outstanding credentials, would have the requisite skills and experience to function. Hence, working productively will require training and retraining on the job.

Ekpenyong (2022) further adds that staff development should not be a one-off practice; rather, employees, managers, and Human Resources Department should collaborate through a continuous professional development (CPD) practice in the organization. This need was further reinforced by Tzeng (2004) that education and training are essential for improving performance. The remuneration factor is crucial in explaining what influences employees' job performance. Notably, employees can probably extend their utmost performance once assured that their efforts will be recompensed substantially. Thus, it could be inferred that increasing employee remuneration will aid job performance. In other words, the more employees are satisfied, the greater their commitment and performance (Saeed et al., 2023). Teamwork is also a significant influencer of job performance but seems neglected by employers and employees. This has led to poor employee productivity, occupational failure, and low morale. Teamwork aids in fostering common goals and high job performance than individual performance (Sanyal & Hisam, 2018). Hence, this study sought to investigate the contributions of training, remuneration, and teamwork factors to the job performance of National Examinations Council employees in Oyo State, Nigeria. In achieving this, one research question was raised; and four hypotheses were formulated and tested at the 0.05 level of significance as follows:

- What is the level of job performance of National Examinations Council employees in Oyo State, Nigeria?
- There is no significant relationship between the training factor and job performance of National Examinations Council employees in Oyo State, Nigeria.
- There is no significant relationship between remuneration factor and job performance of National Examinations Council employees in Oyo State, Nigeria.
- There is no significant relationship between the teamwork factor and job performance of National Examinations Council employees in Oyo State, Nigeria.
- There are no significant joint contributions of training, remuneration, and teamwork factors on the job performance of National Examinations Council employees in Oyo State, Nigeria.

LITERATURE REVIEW

Job Performance

Job performance deals with employees' performance in the workplace in line with efforts devoted to executing a given task. It assesses if the employee performs a job well or not (Ertekin, 2021). For Pradhan & Jana (2016), job performance is an individual's work achievement produced due to effort put on the job. This definition was also corroborated by Sabir et al., (2012) as the degree of achievement to which an employee fulfills their organizational goals or objectives.

Meanwhile, Mathis, Fredrick, & Kenneth (2009) provide a highly instructive explanation of job performance as a measuring phenomenon that deals with both the quantity and quality of outputs of job performance. This implies that job performance goes beyond the visible

outputs of employees. The quality of output is essentially critical in measuring job performance. Job performance is, therefore, an essential tool for measuring organizational performance. Job performance is seen from another perspective which stands on three-dimensional tripods: function of outcomes, behaviour, and personal traits (Milkovich & Wigdor, 1991). Despite outcomes being fundamental to measuring job performance, other listed approaches suggest different ways of evaluating employees' performance. Therefore, employees' job performance is crucial in determining an organization's performance.

Training and Development

The usage of the term training and development varies across organizations. Those terms include "training," "development," or 'education"; however, despite the designation's variations, they all refer to learning which helps individual staff grow the required skills needed in the workplace (Walters, 2013). Similarly, Robotham (2009) posits that learning in the workplace should ensure the transfer of knowledge from artificiality to a practical application that proffers solutions to all problems that arise in the workplace. In other words, the cardinal objective of training and development is the effective performance of trainees/employees. However, this continuous professional training ought to be provided in sufficient quantities to meet both the needs of employers and employees. Thus, adequate training will enhance the organizational performance to flourish while the staff grows (Walters, 2013).

In addition, training and development sustain intellectual capital, which guarantees future organizational prosperity and productivity. It ensures quality service delivery and competitiveness, fulfilling corporate vision and mission. The investment in human capital should be carried out, irrespective of gender, status, or colour, so that all employees' capacities are developed to their full potential (Republic of South Africa, 2013).

Approaches to training and development

Existing literature affirms that there are several ways or approaches to training and development of employees, which include the following: formal training and development program, on-the-job training, off-the-job training, problem-centered practice, coaching and mentoring, profile comparison, job rotation, and transfers, orientation, conference and role-playing as identified by Nassazi (as cited by Rodriguez & Walters, 2019); career planning and goal setting (Jehanzeb & Bashir, 2013).

Training and job performance

In a study conducted by Pebrida, Lorensa, Asriani, & Zainurossalamia (2020) on the influence of training and development on the performance of consultant employees on environmental impacts, 35 respondents were selected for the study. A questionnaire was used as an instrument for data collection. Hypotheses were tested, and the finding revealed that training and development influenced employee performance. In another related study by Njenga (2015) on school factors influencing job satisfaction in public secondary schools in the Limuru sub-county, Kenya. The study showed that teachers are motivated when they are given opportunities for professional development. In another study on the influence of headteachers' motivational

practices on teacher performance in public primary schools in Ikerege Division of Kenya. The study used a simple random technique to select 14 headteachers, 67 class eight subject teachers, and 168 class eight pupils. A descriptive survey was used for the study, and it was established that there is professional growth of teachers through the attendance of seminars and workshops (Maroa, 2013).

Moreover, the study by Afroz (2018) on the effects of training on employees in the banking sector in Tangail, Bangladesh, also revealed that training significantly affects performance. This shows that training and development are critical in enhancing job performance. As a result, there is a need to invest in this most valuable asset of the organization to improve customer satisfaction and quality of services. Meanwhile, expected job performance would be a mirage without adequate training and development opportunities. Therefore, training and development is a vital human resource initiative to enhance good job performance in public and private organizations (Rodriguez & Walters, 2019).

Remuneration and Job Performance

Remuneration has been described as a reward given to employees in exchange for their efforts in achieving organizational goals. It is also a repayment of services or compensation employees receive for the achievements rendered in realizing organizational goals (Ismail, 2020; Sofa, 2008). This could be monetary or financial benefits such as salaries, wages, bonuses, incentives, and allowances accrued to an employee (Calvin, 2017). It is a potent tool used to attract, retain and maintain employees who have competence and quality and can help achieve the organization's best performance (Mahmudi, 2007). Five remuneration indicators were identified: position, workload, responsibility of work, needs of a decent life, competitive factor, and transparent factor (Santoso, 2012). It is challenging to optimize organizational productivity and performance without proportionally remunerating the employees (Ismail, 2020).

Calvin (2017) examined the impact of remuneration on employees' performance at Abdul Gusau Polytechnic and State College of Education Maru, Zamfara State. A structured questionnaire was used to solicit data on remuneration and performance from 83 employees. Pearson correlation and multiple regression models were used to analyze the data. The finding revealed a strong and positive relationship between remuneration and employees' performance and that salary/wage and bonus/incentives also serve as a form of employee motivation. In another related study, Sajuyigbe et al., (2013) examined the impact of reward on employees' performance in selected manufacturing companies in Ibadan, Oyo State, Nigeria. A structured questionnaire was used to collect data from 100 participants through purposive sampling, and data were analyzed with multiple regression analysis. The result showed that reward dimensions jointly predict employees' performance.

Teamwork and Performance

A team means a group of individuals who work collectively towards a common goal of providing quality service, while teamwork relates to creating a healthy work environment with workable agenda, creative activities, and positive strategies within an organization among individual

employees. However, not prioritizing teamwork can lead to occupational failure, low morale, and poor productivity (Sanyal & Hisam, 2018). The benefits of teamwork are immeasurable, particularly when the task requires a broader scope of knowledge, judgment, and opinion. In other words, the team's input will be result-oriented than individual efforts (Sanyal & Hisam, 2018; Vašková, 2007). Dash et al. (2014) examined teamwork and its effect on employee job satisfaction and performance in selected Durgapur, West Bengal hotels.

A questionnaire was used to collect data from 43 employees from three hotels, and data were analyzed with Pearson product-moment correlation. The results of this study established that a correlation exists between teamwork and employee performance. In addition, Al Salman & Hassan (2016) examined the impact of effective teamwork on employee performance. The study adopted a descriptive and explanatory research design, and a questionnaire containing 35 items was administered to 107 employees from an entertainment company in Kuala Lumpur, Malaysia. This study found that all the chosen factors are significantly related to teamwork.

Theoretical Framework

The selected two theories provide a framework for this study and extensively show how they inform it. These theories include the theory of teamwork and Herzberg's Two-Factor Theory of Motivation.

Theory of teams and teamwork

This theory was developed by Tuckman in 1965 and introduced four stages of team building, namely forming, storming, norming, and performing. The model has become influential in organizational literature. It focused on group work, collaborative efforts, and the group development process (Jones, 2019; Miller, 2003). During forming, employees are joined into a working group. In the second stage, storming, employees' skills, interests, goals, and motives are expressed differently and sometimes irreconcilably to the work process. This is followed by the third stage, norming, when the group members gradually adapt and develop collective values. The fourth and last stage is performing (maturity/teamwork), where strong ties are formed in working together (Gražulis, 2012). This performing stage brings functionality, flexibility, and performance (Jones, 2019). In the same vein, these scholars also lend credence to the importance of teamwork, which enhances high coherence, concentration, solidarity, innovativeness, and efficient communication (Benne & Sheats, 1948; Boddy & Paton, 1999; Gražulis, 2012). In the context of this study, this theory/model is relevant and helpful in showcasing how teamwork, one of the independent variables in this study, affects performance. Teamwork looks intangible but is critical in enhancing employee performance and productivity through collaborative efforts against individual efforts.

Herzberg's Two-Factor Theory of Motivation:

The Two-Factor theory was introduced in 1959 by its proponent Frederick Herzberg. This motivational theory has gained a lot of attention lately, attributed to the effects of motivation on individual behaviour and job performance (Chandan, 2004; Okunlola & Hendricks, 2022; Tan et al., 2013). Two-factor theory is closely related to Maslow's hierarchy of needs but has

additional factors which measure how employees are motivated in the workplace. This theory contends that meeting lower-level needs (extrinsic or hygiene factors) of individuals would not motivate them; instead, higher-level (intrinsic or motivation factors) should be catered for by the organization (Tan et al., 2013). The motivators include achievement, recognition, responsibility, and advancement, while Hygiene factors involve interpersonal relationships, salary, supervision, and company policy (Herzberg, 1966; Teck-Hong & Waheed, 2011). In the context of this study, the Two-Factor theory is also relevant to the present as it provides a framework for understanding how employees' motivation could bring out the best and inspire them. The theory dichotomized this into extrinsic (hygiene factors) and intrinsic (motivators). In other words, remuneration that could be classified under hygiene factors would not be sufficient to motivate employees to perform optimally—meanwhile, motivators in the form of opportunities for advancement, recognition, and responsibility. Hence, opportunity for training and development within the country or overseas could be located under motivator factors.

MATERIALS and METHODS

Research Design

The study adopted the descriptive survey design. This is because there is no manipulation of variables since the phenomena being studied already exist.

Sampling and sampling procedure

A purposive sampling technique was adopted in selecting 140 NECO employees. The rationale for adopting this technique was based on the respondent's experience in the organization. More so, a random sampling technique was employed to select 100 respondents from the total population of 1000 secondary school registrars.

Data Collection Instrument

For this study, two researcher-designed instruments were developed. The first instrument was titled Training, Remuneration, and Teamwork Factors' Questionnaire (TRTFQ) for NECO employees. In addition, the second instrument was for secondary school registrars, titled Job Performance Scale (JPS). The experts in the field of Educational Management and Test Measurement carried out the content validity of the instruments. Their recommendations were integrated into the final draft of the instruments. The reliability of the instruments was ascertained using the split-half method. The generated data were analyzed using Cronbach alfa with a reality index of 0.84 and 0.79 at 0.05 significance level, respectively.

Data Analysis Techniques

The research question was answered with percentages, while hypotheses 1 to 3 were analyzed with Pearson product-moment correlation (PPMC), and hypothesis 4 was analyzed with multiple regression at 0.05 significance level.

RESULTS

Research Question 1: What is the level of job performance of National Examinations Council staff in Oyo State, Nigeria?

In answering this question, all the strongly agree and agree responses were grouped together under agree, while all the strongly disagree and disagree responses were grouped under disagree. The results are shown in Table 1 below:

Table 1.

Descriptive Statistics of Level of Job Performance of NECO Employees

S/N	Statements	A (%)	D (%)
1.	Employees issue registration guidelines and material on time	78 (78.0)	22 (22.0)
2.	Clients are guided on time on the offline and online registration	72 (72.0)	28 (28.0)
3.	Complaints on registration are solved promptly	79 (79.0)	21 (21.0)
4.	Issuance of school certificates/broadsheets is fast	62 (62.0)	38 (38.0)
5.	Issuance of receipts to clients takes less time	64 (64.0)	36 (36.0)
6.	Job performance at registration is excellent	75 (75.0)	25 (25.0)
7.	Employees guide clients on registration to ensure the error-free exercise	62 (62.0)	38 (38.0)
8.	Employees attend to complaints promptly at the operation department	64 (64.0)	36 (36.0)
9.	Clients are guided on various TSA payments	74 (74.0)	26 (26.0)
10.	Attending to clients by NECO employees reflects the teamwork	82 (82.0)	18 (18.0)

Table 1 shows the secondary school registrars' responses on the job performance level of NECO employees in Oyo State. The table revealed that more than 70% of the respondents claimed that NECO employee job performance at registration is excellent and that the issuance of registration guidelines and material is timely. More than 70% of them also indicated that NECO employees guide clients on offline and online registration on time, solve complaints on registration promptly and guide clients on various TSA payments. Also, 82% of the secondary school registrars claimed that how NECO employees attend to clients reflects teamwork.

Hypothesis 1: There is no significant relationship between the training factor and job performance of National Examinations Council employees in Oyo State, Nigeria.

Table 2.*Comparison of Training and Job Performance of NECO Employees*

Variable	N	M	SD	R	Sig
Training factor	140	17.04	10.52	1.143	.008
Job Performance	140	28.62	11.26		

Correlation is significant at 0.05 level (2-tailed).

Table 2 shows the estimated mean score for training factor and job performance of NECO employees' scores which are 17.04 and 28.62, respectively, while S.D is 10.52 and 11.26, respectively. The calculated $R=1.143$ (Sig, .008) showed a significant relationship between the training factor and NECO employee job performance. Hence, the null hypothesis was rejected. The correlation was positive, which implies that an increase in the training factor also brings about an increase or improvement in employees' job performance.

Hypothesis 2: There is no significant relationship between remuneration factor and job performance of National Examinations Council employees in Oyo State, Nigeria.

Table 3.*Comparison of Remuneration and Job Performance of NECO Employees*

Variable	N	M	SD	R	Sig
Remuneration factor	140	16.54	9.68	0.864	.023
Job performance	140	28.62	11.26		

Correlation is significant at 0.05 level (2-tailed).

Table 3 shows the estimated mean score for remuneration factor and job performance of NECO employees' scores which are 16.54 and 28.62 respectively while S.D is 9.68 and 11.26 respectively. The calculated $R=0.864$ (Sig, .023) showed a significant relationship between the remuneration factor and NECO employee job performance. Hence, the null hypothesis was rejected. The correlation was positive, which implies that an increase in the remuneration factor also brings about an improvement in the job performance of employees.

Hypothesis 3: There is no significant relationship between the teamwork factor and job performance of National Examinations Council employees in Oyo State, Nigeria.

Table 4 shows the estimated mean score for teamwork factor and job performance of NECO employees' scores which are 26.23 and 28.62 respectively while S.D is 11.72 and 11.26 respectively. The calculated $R=2.072$ (Sig, .022) showed a significant relationship between the teamwork factor and NECO employee job performance. Hence, the null hypothesis was rejected. The correlation was positive, which implies that an increase in the team factor also increases the job performance of an employee.

Table 4*Comparison of Teamwork and Job Performance of NECO Employees*

Variable	N	M	SD	R	Sig
Teamwork factor	140	26.23	11.72	2.072	.022
Job performance	140	28.62	11.26		

Correlation is significant at 0.05 level (2-tailed).

Hypothesis 4: There are no significant joint contributions of training, remuneration, and teamwork factors on the job performance of NECO employees in Oyo State, Nigeria.

Table 5.*Regression between NECO Employee Job Performance and Training, Remuneration and Teamwork Factors*

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	476.034	3	22.124	9.224	.036(a)
	Residual	148.122	136	12.412		
	Total	624.156	139			
	R = 0.613					
	R ² = 0.768					
	Adjusted R ² = 0.724					

Table 5 shows the multiple correlation coefficients (R) of all the combined independent variables with NECO employee job performance is 0.613. The adjusted R², which estimates the variance accounted for by the combined independent variables to the dependent variable measure, is 0.768, implying that 76.8% contribution of all the independent variables (i.e. training, remuneration, and teamwork) on NECO employee job performance, representing the dependent variable. It shows that the combination of the independent variables is effective in predicting NECO employee job performance ($F_{(3,136)} = 9.224, p < 0.05$).

DISCUSSION OF FINDINGS

The job performance of employees is one of the significant indicators in measuring organizational performance. Training, remuneration, and teamwork could therefore serve as stimuli that influence job performance. Findings from this study showed that most secondary school registrars were of the view that NECO employees performed excellently well in terms of job performance. The registrars also claimed that the staff attended to them promptly. Furthermore, the result shows a significant relationship between training factor and job performance. Hence, it is concluded that the training factor influences job performance as a result showed that training of the NECO employees impacts job performance. The results of this study support the findings of earlier research on training factor and job performance, such as the influence of training and development (Pebrida, Lorensa, Asriani, & Zainurossalamia, 2020);

factors influencing job satisfaction (Njenga, 2015); motivational practices (Maroa, 2013); effects of training on employee (Afroz, 2018) and adequate training (Walters, 2013).

Moreover, the study also revealed a significant relationship between remuneration factor and job performance. Employees tend to be more satisfied with their jobs if their remunerations can meet their needs. Hence, the study's evidence showed that most employees claimed that NECO promotes a reward system through regular payment of salary, provision of incentives, provision of a pension scheme, and administration of other fringe benefits. The findings on remuneration factor and job performance are also in line with these studies: influence of job rewards (Oriarewo et al., 2013); organizational productivity and performance (Ismail, 2020); impact of remuneration on employees' performance (Calvin, 2017); and impact of reward on employees' performance (Sajuyigbe et al., 2013).

Furthermore, the study also revealed a significant relationship between teamwork factor and job performance. Thus, most NECO employees claimed teamwork exists among employees at work. The findings on teamwork factor and job performance are also in support of earlier studies such as the benefits of teamwork (Sanyal & Hisam, 2018; Vašková, 2007), teamwork and its effect on employee job satisfaction and performance (Dash et al., 2014); and the impact of effective teamwork on employee performance (Al Salman & Hassan, 2016). Conclusively, the result of the study revealed that all independent variables (training, remuneration, and teamwork factors) jointly contributed to the job performance of NECO employees in Oyo state, Nigeria.

CONCLUSION and RECOMMENDATIONS

Based on the findings, the conclusion was drawn that the job performance of NECO staff is excellent but needs to be sustained for continuous enhancement of its organizational reputation with the clients. Meanwhile, there is a need for continuous professional development in terms of training and retraining of staff. This must be accorded priority to expose NECO employees to best practices. The world is not static but evolving with innovation and technical know-how. It is recommended that there is a need for continuous staff capacity-building to engender globally accepted best practices. Management of NECO should also engage staff in manpower exchange and development training for cross-fertilization of ideas and sharing innovations and emerging practices. Strategic plans should be implemented for periodic job performance evaluation of NECO staff to know what to do to enhance job performance. In addition, a fair remuneration/reward system is pivotal to job performance and should be promoted continuously in motivating employees to do more. In other words, hard work and commitment should be rewarded for those who perform exceptionally well among employees. Teamwork may look insignificant, but highly essential in enhancing job performance. This should be encouraged in ensuring individual and organizational performance.

Limitations of the Study

The geographical scope of the study was limited to the National Examinations Council (NECO) in Nigeria, limiting the generalizability of the findings to other organizations or industries. In addition, other independent variables could be relevant to the job performance that was not examined due to timing and funding.

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