

Effect of Training and Motivation on the Work of Employees' Performance in Tribhuvan University

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Abstract

This research aims to evaluate the impact of motivation and training on the performance of employees at Tribhuvan University in the Kathmandu Valley. Data was collected using self-structured questionnaires administered to 86 T.U. employees working in the Kathmandu Valley. A 5-point Likert scale was used to gather the primary data. The reliability and validity of the data were assessed using Cronbach's alpha, which yielded a value of 0.702, indicating that the independent variables may significantly explain the dependent variable. Descriptive statistics were applied to examine the characteristics of the data, while regression analysis was utilized to investigate causal relationships. The study highlights the importance of motivation and training in enhancing employee performance at Tribhuvan University in the Kathmandu Valley.

Keywords: Employee Performance, Motivation, Training, and Tribhuvan University.

JEL Classification: J24, J33, L31, M12, M53, M54

Introduction

Employee training is a crucial topic in today's organizations, as it significantly contributes to enhancing both individual and organizational performance. Employees are responsible for the day-to-day operations, and for them to perform efficiently, proper training is essential. Well-trained employees are more likely to execute their duties effectively and at a reasonable cost, leading to better overall outcomes.

Both large corporations and small businesses require skilled employees, and investing in training helps to reduce the likelihood of mistakes or errors in the future. Trained individuals are better equipped to handle their tasks with expertise and confidence, which minimizes workplace disruptions. This training has a ripple effect across the organization, improving not only individual performance but also the efficiency of the entire organization.

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The impact of training extends beyond personal effectiveness—it influences internal factors like teamwork and job satisfaction, as well as external factors such as customer satisfaction and the company's reputation. This paper aims to explore how training enhances employee performance at Tribhuvan University and its broader implications for the institution's success.

Universities today face various challenges, including environmental concerns, evolving technologies, and both internal and external factors. Globalization can influence student demands, making it more complex and challenging for institutions. At Tribhuvan University, employees must be properly trained to address these challenges. The university needs to provide training that equips staff with the necessary skills and knowledge to deliver high-quality services and improve productivity. Both formal and informal training methods will be employed to ensure employees have the expertise required to perform their duties effectively. Human resource management plays a crucial role in optimizing the use of an organization's workforce. It requires a comprehensive approach that addresses various employee needs, from fostering creativity and leadership to enhancing technical and interpersonal skills. Organizations with high performance standards integrate their employees deeply into the company culture. Training should be viewed as an investment that benefits both the employer and the employees, offering opportunities for personal growth while enhancing the services provided to students. Employee attitudes are improved and students services rises and enhance the services of TU as a result of the training.

Literature Review

Akin (1991) looked into three important techniques that might be used for staff development. They are quality assurance, quality evaluation, and quality control, and they provide high-quality work and productivity at a reasonable cost. Training has a favorable and significant effect on employees' performance.

Wright and McMahan (1992) looked at how well the previous and current training worked. While there are alternate, less illuminating responses to such questions, the research focuses on the training requirements. An analysis of the requirements is necessary before training. The worker in question will be chosen depending on how performance is affected by training and development, though. Because different organizational responsibilities have different effects, these study inquiries have a strong connection to training and development.

Guest (1998) examined employee development programs and the quality of their work. If they are motivated to do so, they perform their duties with honor and devotion. They become significant and genuinely dedicated to the goal of the firm. Smith (2001) looked into the training provided by a number of manufacturing companies in Australia. It summarizes the training that the companies provided to their employees regarding competitive performance, labor relations, technology, company strategy, and managerial attitudes. Having knowledgeable and driven staff is the key to winning any resource competition. The knowledge, skills, and experiences of the personnel may affect how well they accomplish their jobs.

According to Meyer and Smith (2003) enhanced employee competencies is the main objective of training and development in order to help firms maximize productivity and effectiveness. Tai (2006) looked into the rapidly changing and erratic business environment. Since organizations are aware of the limitations of handling new concerns, they should implement a training program to reinforce their structures. Prospective employers need applicants that can effectively handle ambiguity, make snap decisions, and stay competitive in the market.

Usman et al. (2010) concluded that an organization's human resources are its most valuable assets. Training is closely linked to the success of any organization and can significantly influence its performance. McDonald and Saunders (2010) investigated how employees perceive productivity and flexibility at work. They found that for employees to feel valued and gain the knowledge and skills they need, management must provide clear evidence of the organization's commitment to their professional growth.

Wang and Sun (2013) emphasized the importance of effectively managing training and development (T&D) and other human resource development (HRD) activities to achieve the company's strategic objectives. Saeed and Asghar (2014) stated that T&D can help organizations win employees' loyalty and commitment, motivating them to work hard and stay with the company in a positive and meaningful way. Afandi (2018) defined the work environment as the conditions surrounding employees, such as temperature, humidity, lighting, noise, cleanliness,

and the adequacy of work equipment, all of which affect their ability to perform tasks both individually and as part of a team. A table summarizing data from employee surveys on their work environments follows.

Alzyoud (2018) explored the relationship between human resource management (HRM) practices, such as communication, staff development, and rewards and recognition, and employee engagement, a key issue in modern HR management. The study focused on rewards, employee development, and communication as independent variables. It surveyed 151 employees from industrial organizations, finding a significant relationship between these HRM practices and employee motivation. The results highlight that organizations need to implement well-structured HRM policies to achieve high levels of employee engagement.

Neupane (2021) investigated the impact of training and employee motivation on productivity. Factors such as teamwork, pay, training, promotions, and working conditions were found to influence employee performance. The study, conducted with 112 employees from commercial banks in Nepal, used both descriptive and comparative methods. Results indicated that teamwork, motivation, training, career progression, and the work environment all positively impact employee performance. Salary, followed by training opportunities, workplace culture, and teamwork, were identified as the primary factors affecting job satisfaction.

Yimam (2022) examined how training affects employee performance in a technology-driven academic setting. Data from a cross-sectional survey of administrative staff at Bahir Dar University in Ethiopia, who underwent training in 2019, were collected using a quantitative approach and simple random sampling. A total of 316 questionnaires were distributed and analyzed using descriptive and inferential statistics. The study found that training design, needs assessment, delivery style, and evaluation significantly enhance employee performance. It concluded that Bahir Dar University should focus on improving the quality and scope of its training programs, particularly for staff in technological fields, and ensure the systematic implementation of all four stages of the training process.

Vanita and Ganesh (2024) explored how employee development and training have become essential for improving organizational performance and competitiveness. Their study examines how training and development programs influence employees' skills, knowledge, motivation, and job satisfaction, which in turn affect organizational outcomes such as productivity, profitability, innovation, and employee retention.

The study is based on a theoretical framework and empirical research. The purpose of reading this work is to further the fields of organizational performance and human resource management by advancing both theoretical understanding and real-world implementations. It provides insightful information that can lead organizational actions and future research paths that aim to improve employee performance, motivation, and skills.

Problem Statement

This study explores the relationship between employee performance and training, aiming to define the research question around this link. Previous studies have explored various facets of this relationship. Guest (1998) examined employee training and its impact on job quality, suggesting that when employees are motivated, they perform their duties with dedication and focus on the organization's goals. Similarly, Smith (2001) conducted a qualitative study on training in Australian manufacturing companies, emphasizing that motivated and well-trained personnel are crucial for linking a company's competitive performance with the training provided in areas like business strategy, technology, labor relations, and managerial attitudes. The knowledge, skills, and experience of employees can significantly influence their productivity.

Meyer and Smith (2003) argued that the primary goal of training and development is to enhance employee competencies, enabling companies to optimize the effectiveness and efficiency of their workforce. Tai (2006) explored how organizations must invest in training programs to help employees navigate a rapidly changing and unpredictable business environment. Training equips employees with the ability to handle uncertainty, make timely decisions, and maintain competitiveness. Usman et al. (2010) further concluded that human resources are a company's most valuable asset, and that training is directly correlated with organizational success.

McDonald and Saunders (2010) focused on how employees perceive productivity and flexibility in the workplace, noting that to remain productive and adaptable, employees must continuously develop and refine their skills. Employees need to perceive clear evidence of management's commitment to their professional growth to

feel valued. Wang and Sun (2013) emphasized that for organizations to achieve strategic goals, training and development (T&D) activities must be effectively managed. Saeed and Asghar (2014) echoed this view, noting that T&D programs can foster employee loyalty, motivation, and commitment, which enhances organizational performance.

Afandi (2018) highlighted the impact of the work environment on employee performance, defining it as the conditions that influence how employees carry out their tasks, such as temperature, lighting, noise, cleanliness, and the adequacy of work equipment. The study of the working environment of PT employees is further detailed in the table below.

Alzyoud (2018) examined the relationship between HRM practices—like employee communication, development, and rewards—and employee engagement. His study demonstrated that these HRM practices significantly affect employee motivation and engagement, suggesting that companies need structured HRM policies to enhance engagement. Neupane (2021) investigated the link between training, motivation, and job performance. He found that workplace culture, employee cooperation, training, growth opportunities, and compensation all play a significant role in employee performance. The study also identified salary as the primary factor influencing job satisfaction, followed by cooperation, training opportunities, and the work environment.

Despite these valuable insights, a gap remains in understanding how these factors specifically influence employee performance in the context of higher education institutions like Tribhuvan University. While many studies have focused on the manufacturing or banking sectors, little research has examined the unique challenges and dynamics of training and motivation within academic environments. This study seeks to fill this gap by exploring the impact of training and motivation on employee performance at Tribhuvan University, a key higher education institution in Nepal.

- i. What connection exists between employee performance, motivation, and training?
- ii. Does training have any impact on how well employees perform?
- iii. What effect does employee motivation have on output?

Objectives of the Study

The main objective of the study is to examine the relationship between training, motivations and employee performance of TU.

- i. To describe the characteristics of training, motivations and employees performance.
- ii. To look the impact of training and motivations on the employees performance.

Hypothesis

On the basis of previous study the following alternative hypothesis have been found to test them.

H1: There is significant impact of training on the employees' performance.

H2: There is significant impact of motivation on the employees' performance.

Conceptual Framework

Neupane (2021) examined the effect of training and motivation on the performance of TU staffs work. Hence, the specific framework has been observed to study between them

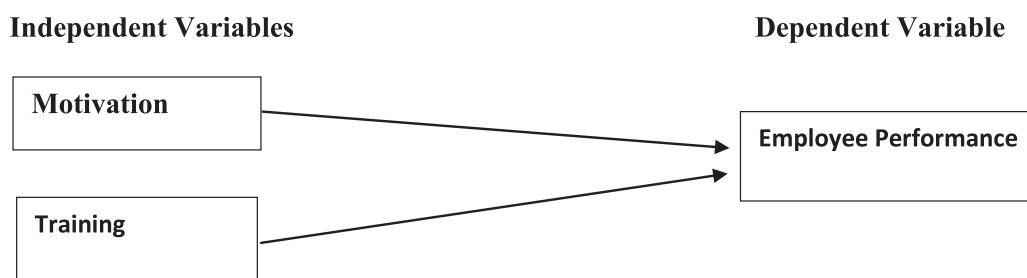


Figure 1: Relationship between training, motivations and employee performance.

Research Methodology

The research technique provides a fundamental foundation upon which the study is constructed. The aim of this investigation is to resolve the outstanding issues in the field. This study's foundation is descriptive research, and a causal-comparative research methodology was chosen to solve its challenges. The evaluation of the original data was necessary for this inquiry to produce a trustworthy conclusion. The population under study consists of employees of TU who are based in the Kathmandu Valley. Only the constituent campuses are selected at random to provide sample data. The employee is given 115 self-structured questionnaires during face-to-face communication, and 86 responses are collected. Each item is assessed with five possible answers on a Liker scale. This study covers the three-month sampling period used for data collecting and analysis. The study covers the period of Poush to Falgun 2080. The cause and effect of the study have been examined through the use of SPSS version 24, a statistical tool utilized in the social sciences.

Model Specification

To look out the impact of training and motivation on the employee performance, the following model has been specified. Neupane (2021) used the following model to examine the impact of training and motivations on the employee job performance.

$$Y (EP) = \beta_0 + \beta_1 Tr + \beta_2 Mt + \epsilon_i$$

Where, β_0 = intercept/constant

β_1 and β_2 = coefficients of the independent variable i.e., Training (Tr.) and motivation (Mt.) respectively.

ϵ_i = Error term = 0

Results and Discussion

Cronbach's Alpha

The Cronbach's alpha is used to test the reliability and validity of questioner. If the Cronbach alpha is 0.60 or above the primary data collected from the questioner is correct. The reliability and validity of the variables may be examined using two widely used techniques. The data's correctness is demonstrated by the validity and reliability test. The Cronbach's alpha of the study is 0.702. This indicated that the collected data is reliability and validity demonstrates the dependability of both the dependent and independent variables.

Descriptive Statistics

The descriptive statistics is used to describe and summarize the characteristics of a set of quantitative data. Brief informational coefficients known as descriptive statistics are used to provide an overview of a specific data collection, which may be a sample or a representative of the population.

Table 1

Mean Standard deviation and C.V. of Motivation, Training and Employee performance.

Variables	Mean	S.D.	C.V	N
Motivation	4.17	2.29	0.549	86
Training	4.36	2.02	0.463	86
Employee Performance	4.12	2.35	0.570	86

Table 1 describes the characteristics of data. The average value of training is 4.36, mean value of motivation is 4.17 and employee performance is 4.12. The mean value is greater than 4.12 out of 5 point Liker scale. This seems that there is sufficient training and motivation is done by the TU in Kathmandu valley to increase the employee performance. Similarly, the CV of motivation is 0.549, CV of training is 0.463 and CV of employee performance is 0.570. The coefficient of variation measures the consistency and variability of the employee work performance.

The less variability in CV means that there is consistency in the work and performance of the TU employees. This study explains the training and financial and non-financial motivation may help to ensure consistency in work of the employee performance. Therefore, the training and motivation may encourage the employees to improve their work performance.

Regression Analysis

A statistical method for estimating the dependent variable based on independent factors is regression analysis. Using the values of two or more independent variables, it is used to forecast the value of a dependent variable. In linear regression, the connection must be a straight line, and the best fit is determined using least-squares analysis.

Table 2

Impact of Training and Motivation on Employee Performance

Model	B0	X1	X2	R	R ²	F-statistics	P-Value
1	2.653	2.448	-3.281	0.672	0.452	12.481	.001
Significant	(.017)	(.021)	(.000)				

The dependent variables: Employee Performance

The Predictors: Training and Motivation

Table 2 examines the impact of training and motivation on employees work performance. This shows the need for training and motivation to create a favorable link between employee performances at TU. The determinant coefficient is 0.452. The independent factors account for the dependent variable's fluctuation. The dependent variables were 45.2 percent explained by the independent variables. The dependent variable may be explained by the predictors, if R-square is higher than 0.45. The results of the multiple regression revealed F=12.481, P=0.001, showing that the slope coefficient of at least one predictor is statistically significant. Consequently, the model is fit statistically. According to the regression model, employee performance at TU is positively and significantly impact by training and motivation.

Hypothesis Testing

On the basis of the analysis of data the significant result may accept the alternative hypothesis and insignificant may reject the hypothesis.

Table 3

Hypothesis testing of training and motivation on the job performance of employees of T.U.

Alternative Hypothesis	Decisions
H1a: There is significant impact of motivation on the employee work performance.	Accept
H1b: There is significant impact of motivation on the employee work performance.	Accept

Discussion

The findings of this study reveal a positive and statistically significant relationship between training, motivation, and employee performance, which aligns with the results of several previous studies. This demonstrates that investment in employee training and motivation plays a crucial role in enhancing overall performance, confirming the importance of these factors across various contexts.

The study's results support the findings of Akin (1991), Guest (1998), Smith (2001), Mayer and Smith (2003), McDonald and Saunders (2010), Saeed and Asghar (2014), Alzyoud (2018), Neupane (2021), and Vanitha and Ganesh (2024), all of which emphasize the significant role of training and motivation in improving employee performance. These studies consistently show that well-structured training programs and motivated employees are fundamental drivers of enhanced productivity, job satisfaction, and overall organizational success. Similarly, the study reinforces the notion that training provides employees with the necessary skills and competencies, while

motivation fosters commitment, engagement, and a sense of loyalty to the organization.

Furthermore, the study's results align with earlier research by Wright and McDonald (1992), Usman et al. (2010), Wang and Sun (2013), Afandi (2018), Neupane (2021), and Yimam (2022), all of which found a statistically significant impact of training and motivation on employee performance. The evidence from these studies suggests that organizations that invest in training programs and implement strategies to motivate their workforce experience enhanced employee performance. This may be attributed to the fact that training helps employees develop the skills necessary to excel in their roles, while motivation boosts their enthusiasm, productivity, and willingness to contribute to the organization's success.

The results also emphasize that organizations should prioritize creating an environment where continuous learning and development opportunities are available. Employees who feel motivated and well-equipped to perform their tasks tend to exhibit higher levels of engagement, performance, and job satisfaction. These findings provide valuable insights for organizations, including Tribhuvan University, in developing policies and practices that foster a culture of continuous learning and employee engagement.

In conclusion, the positive and statistically significant relationship found between training, motivation, and employee performance in this study is consistent with previous research. The results underscore the importance of investing in employee development and motivation strategies as key drivers of improved performance. This reinforces the need for organizations to prioritize training programs and motivation-enhancing initiatives in order to maximize employee productivity and, ultimately, organizational success.

Conclusion

This study aimed to analyze the impact of training and motivation on employee performance at Tribhuvan University (TU) in the Kathmandu Valley. By employing descriptive and causal-comparative research designs, the study gathered data through a questionnaire from TU employees. The findings indicate that both training and motivation significantly contribute to improving employee performance. Descriptive statistics provided an overview of the characteristics of the study variables, while regression analysis revealed that training and motivation have a positive and significant impact on the performance of TU employees.

Based on the results, it can be concluded that training and motivation are effective predictors of employee performance at TU in the Kathmandu Valley. These findings underscore the importance of focusing on employee development and motivation strategies to enhance productivity and overall performance at the university.

Future Research Directions

While this study provides valuable insights, it is based on a medium-sized sample of respondents from TU. Expanding the sample size and extending the geographical area could provide more comprehensive and diverse results. Additionally, this study focused on two independent variables—training and motivation—when examining their effects on employee performance. Future research could include additional variables to explore their potential influence on performance and to validate or refine the findings of this study. By incorporating a wider range of factors, future studies may offer more nuanced insights into the complexities of employee performance in higher education institutions.

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