

Chapter One

Introduction

1.1 Background to the Study

Businesses exist to meet the needs and wants of a society. Today business has great importance in our lives, and we can easily see that people who own business are much more successful in their lives. Business in this context means an organization or enterprising entity engaged in commercial, industrial, or professional activities¹. In other words, business also means the organized efforts and activities of individuals to produce and sell goods and services for profit². Businesses range in scale from a sole proprietorship to an international corporation.

In recent years, the Nigerian economy has witnessed significant growth, with the private sector playing a pivotal role in driving this expansion³. The Southwest region, comprising states such as Lagos, Ogun, Oyo, Osun, Ekiti, and Ondo, has emerged as one of the country's leading economic hubs, attracting investments and job opportunities. In Nigeria, the private sector is the mainstream for job creation and accommodation of the workforce yet work experience and job performance in the private sector is grossly understudied. The sector remains crucial for progressive transformation from primordial to contemporary society⁴.

Employees' efficiency are better enhanced by tacking their performances being a good human resource practice. To improve the effectiveness of an organization, new research interest is now being developed to thoroughly examine this. Different management terminologies have been traced to the performance of employees like; employee

empowerment, the pattern of management, overall quality management, work experience, job performance, job satisfaction etcetera. Different studies have postulated that organizational objectives are better achieved with highly experienced employees. Conversely, highly experienced employees are complacent with their jobs/ and committed to their careers and employers respectively. Previous findings have revealed that a good indicator of attitude to work among employees is the ability of employers to recognize the importance of the work experience of employees⁵.

The experience of employees and the nature of their commitment to the organization are good indicators of unjustified lateness, non-permissive absence from work and not being able to deliver on job functions. Teamwork is required in some organizations for continuous improvement of their products and services and also for all of their other organizational functions. One of the most important indicators of the success of companies is the effectiveness of their team. Terminal employment where workers are not fully employed is a huge challenge among workers in Ibadan and Lagos, Nigeria. This is not unconnected to why productivity and earnings are so low that a worker cannot make a decent living in their normal job and therefore need to work longer hours or multiple jobs to survive⁶.

Further justifications given for this do not utilize the skills and degree of education and experience of workers. However, to reduce poverty and improve equitable development in Ibadan and Lagos there must be provision for decent work. The private sector in Ibadan and Lagos is made up of several investors in ventures that include; Agribusiness and agro-allied industries, Construction, ICT and Digital Jobs, Wholesale and retail trade, Telecoms, and education, Health, Oil and Gas, Transportation, Hoteling and tourism

etcetera. The government of Lagos state is committed to reducing acute unemployment. Several employment intervention policies have been helpful for job creation in the state. To achieve economic growth and development, addressing the challenges of underemployment and unemployment is necessary.

But labor unions such as the Trade Union Congress (TUC), and Lagos Council in the state frown at the nature of labor practices by the private sector such as victimization sexual harassment of workers, deliberate disengagement, casualization, witch-hunting, and character assassination⁷. These labor unions condemned any act by employers that was antithetical to the tenets of decent work as guaranteed by several labor legislations. Particularly, the enabling policies of employment in Lagos state will enhance incentives for the private sector to report sustainability and a circular economy.

Although both the private sector and the government need to be accountable and go beyond policy-making to monitor and improve performance⁸. State and non-state actors like NGOs and civil society organizations and other key players in the private sector need to address challenges related to job performance and work experience. The youth are about 50 percent of the population in Ibadan facing high rates of unemployment. Considering the ever-growing population, decision-makers need to understand both the challenges and the opportunities that characterize youth employment in Ibadan⁹.

No formal education has been received by much unemployed youths in Lagos and Ibadan. Many of them simply venture into the urban centers in search of income opportunities and end up taking up informal jobs. Another notable challenge is that the jobs available for most graduates that are well qualified cannot go round to accommodate all. Many do

not possess the required work experience after graduating from tertiary institutions and do not also have the essential life-coping and soft skills required to secure or retain employment for several years. As a result of this, most youths are rendered non-employable irrespective of their educational qualifications. This is why most youths are not gainfully employed.

Even when many organizations claimed they accept a student for an internship, such opportunities are not readily available. The informal, unstructured, and poorly guided nature of most of these internships often defeats the purpose, as many youths lose interest and are then perceived as truants by their employers⁹. There is some headway being made as well: some social enterprises are taking the lead in engaging government and private organizations on the need to advance structured internships, while also providing employability skills training and school-to-work initiatives for the youth. Many stakeholders need to be drawn into providing structured internship opportunities as a means of building workforce competence¹⁰.

Organizational cooperation is also required in workforce technical training. This training will help potential workers to build established skills for decent jobs. Although the trained potential workers may end up in the informal sector, they will serve as productive members the contemporary society rather than being a threat to it. Being an attractive investment destination with many prospects, Nigeria should be an essential component of every African strategy. Nigeria is the fourteenth largest economy in the world with a huge population of young, energetic, and entrepreneurially skilled workforce with motivated minds¹¹.

Unlike other countries, the economic impacts of the COVID 19 pandemic weren't as bad as in other climes. Although most businesses are greatly hampered, trades were slowed down, supply chains were disrupted leading to varying levels of uncertainty for businesses. As a result of organizational workforce downsizing, job security was not also assured.

1.2 Statement of the Problem

Although unemployment in Nigeria has been alarming non-implementation of population control policies and the huge availability of unskilled labor have also contributed more to this. Nigeria's economy lacks the required capacity to generate productive employment that can consistently mop up labor. Nigeria is an agrarian economy and the decline in the rural economy due to widespread insecurity and rural-urban migration has worsened the country's unemployment rate. A dearth of investors and employers of labor is among the factors reinforcing the current unemployment profile of Nigeria. The approaches and strategies deployed by the government and private investors to create jobs are also faulty and require a comprehensive overhauling. They are not formulated to address the inherent weaknesses in the socioeconomic fueling unemployment and lack of productivity.

Although the fact that teams in the private sector are usually expected to improve organizational effectiveness, several challenges exist for job performance. Those problems include social barriers and communication breakdowns that can deter group cohesion. Another problem teams experience is a lack of visible support and commitment from top management. Although having the right inputs available to a team is important,

it is not a guarantee of effectiveness, since the group process counts too. Employability skills are important, as the labor market is intensely competitive, and employers are looking for young talents who are flexible, proactive, and willing to take initiative. While education and experience make people eligible to apply for a job, there is a need to develop soft skills that make them employable. As a general rule, employers are willing to teach job-specific skills. Employers usually want to see that candidates or applicants have the other soft skills before hiring, because they are much harder to teach.

This research seeks to understand how the work experience of skilled and unskilled workers affects their job performance in the private sector in Ibadan and Lagos, Nigeria. Focusing on Lagos and Ibadan for this study is important because both cities are the most populous in the South West of Nigeria and will provide a proportionate analysis of private sector experience in the two cities which can be generalized to the entire private sector in the country. Using the variables of "work experience" and "job performance" that are solely reliant on the labor factor of production, this study strives to gain groundbreaking insights on the challenge of employee productivity that can offer solutions to the problem in the private sector in Nigeria.

1.3 Aim and Objectives the Study

The aim of the study is to investigate the role of work experience and job performance in both private sectors south west in Nigeria between 2000-2022. Specifically, the objective of the study is to:

- i. determine how has the duration of work experience influenced job performance trends in the private sector of the Southwest region in Nigeria from 2000 to 2022

- ii. identify the key factors within the private sector in Southwest Nigeria that have contributed to variations in job performance among employees with different levels of work experience within the period under consideration.
- iii. investigate the extent at which changes in technology and industry dynamics impacted the relationship between work experience and job performance in the Southwest region's private sector.
- iv. examine how the quality of training and development programs for employees with varying work experience levels in the private sector of Southwest Nigeria evolved from 2000 to 2022, and how does it correlate with job performance outcomes.

1.4 Research Questions

- i. How has the duration of work experience influenced job performance trends in the private sector of the Southwest region in Nigeria from 2000 to 2022?
- ii. What are the key factors within the private sector in Southwest Nigeria that have contributed to variations in job performance among employees with different levels of work experience within the period under consideration?
- iii. To what extent have changes in technology and industry dynamics impacted the relationship between work experience and job performance in the Southwest region's private sector?
- iv. How has the quality of training and development programs for employees with varying work experience levels in the private sector of Southwest Nigeria evolved from 2000 to 2022, and how does it correlate with job performance outcomes?

1.5 Significance of the Study

The study on work experience and job performance in the private sector of South West Nigeria holds significant implications for various stakeholders, including businesses, employees, policymakers, and researchers. The study is significant because understanding the relationship between work experience and job performance can help organizations in the South West Nigerian private sector identify and leverage their workforce's strengths. By optimizing talent management practices, companies can enhance productivity and competitiveness, leading to overall economic growth in the region.

For employees, this study will shed light on the importance of continuous learning and skill development. It emphasizes the value of accumulating work experience to improve job performance and career advancement opportunities, motivating individuals to invest in their professional growth. Policymakers and governmental bodies can utilize the finding of the study to design targeted policies and initiatives aimed at fostering skill development, job creation, and economic stability within the Southwest region. This research can guide the allocation of resources for vocational training and educational programs.

The study will also contribute to the academic field by adding empirical evidence to the existing body of knowledge on work experience and job performance. Researchers can use this study as a reference point for further investigations and explore the applicability of its findings in different contexts. The lessons learned from this study can extend beyond Southwest Nigeria and benefit other regions and countries experiencing similar

economic transitions and workforce challenges in the private sector. In summary, the study's significance lies in its potential to drive economic growth, empower employees, inform policymaking, advance academic research, and offer valuable insights into the relationship between work experience and job performance in the context of a rapidly evolving private sector in South West Nigeria.

1.6 Scope of the Study

The scope of this study on Work Experience and Job Performance in Southwest Nigeria's Private Sector focuses on a comprehensive analysis of how an individual's work experience influences their job performance within a specific geographic and economic context. It entails an examination of the private sector in the Southwest region of Nigeria, considering factors such as industry diversity, workforce demographics, and economic fluctuations. The scope of the study shall be confined to a twenty (20) year period. The 22-year scope of the study on work experience and job performance in the private sector of Southwest Nigeria, spanning from 2000 to 2022, provides a holistic examination of the long-term dynamics within this region's workforce. It allows for an in-depth analysis of how work experience has evolved in response to economic, technological, and societal changes. Additionally, it enables researchers to assess the enduring impact of policy interventions, economic cycles, and generational shifts on job performance.

1.7 Limitations of the Study

The study on work experience and job performance in the private sector of southwest Nigeria faces several limitations. Firstly, the research's cross-sectional nature may not capture long-term career trajectories adequately. Additionally, self-reporting bias could affect data

accuracy, as participants may overstate their work experience or job performance. Sampling bias might also arise, given the challenges of accessing a representative sample across various industries and regions within Southwest Nigeria. The study's 22-year scope may overlook more recent, impactful changes in the workforce landscape. Lastly, external factors like economic policies and global events could confound the relationship between work experience and job performance. Recognizing these limitations is crucial for interpreting and applying the study's findings effectively.

1.7 Operational Definition of Key terms

Work Experience: Work experience refers to the practical knowledge, skills, and expertise acquired by an individual through their employment, internships, or on-the-job training. It encompasses the hands-on learning and exposure to real-world situations within a specific field or industry. Work experience is paramount in job performance as it provides employees with the ability to apply theoretical knowledge to practical tasks, enhancing their effectiveness and efficiency. It enables individuals to adapt to various job requirements, solve complex problems, and make informed decisions. Moreover, work experience often results in improved confidence and job satisfaction, contributing to higher productivity and overall career growth. Employers value candidates with relevant work experience as they are more likely to excel in their roles and positively impact organizational success.

Job Performance: Job performance refers to an employee's ability to execute their work tasks effectively and efficiently, meeting or exceeding the set expectations and standards within their role. It encompasses various factors, including task completion, quality of

work, productivity, interpersonal skills, and adherence to organizational goals and values. In both the public and private sectors, job performance is crucial. It directly impacts an organization's success, service delivery, and reputation. High job performance leads to increased productivity, customer satisfaction, and cost-efficiency, contributing to overall effectiveness. In contrast, poor job performance can result in inefficiencies, customer dissatisfaction, and financial losses. Therefore, fostering and evaluating job performance is vital for achieving objectives and ensuring the success and sustainability of any organization, whether public or private.

Employee Performance: Employee performance refers to the overall effectiveness, productivity, and contribution of an individual within an organization, encompassing their ability to meet job expectations, accomplish tasks, and achieve specific objectives. It includes factors such as skills, knowledge, attitude, and behavior in the workplace. In both the public and private sectors, employee performance plays a pivotal role. It directly impacts service quality, operational efficiency, and the attainment of organizational goals. High employee performance enhances public trust, customer satisfaction, and cost-effectiveness. Conversely, subpar performance can result in decreased efficiency and effectiveness. Therefore, evaluating and improving employee performance is essential for the success and reputation of any organization, whether it operates in the public or private sector.

Private Sector: In the context of this study, the private sector refers to the segment of an economy that is owned and operated by private individuals or non-governmental organizations, rather than the government. In this sector, businesses and enterprises are typically motivated by profit and compete in the marketplace. It encompasses a wide

range of industries and activities, including manufacturing, services, retail, finance, and technology. The private sector is characterized by its autonomy, flexibility, and market-driven approach, where decisions are often influenced by supply and demand forces. It plays a significant role in economic growth, job creation, and innovation, making it a vital component of most modern economies.

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Endnote

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Chapter Two

Literature Review

2.1 Conceptual Review

2.1.1 Employee Performance

In the age of global competition, it is very essential to identify and retain the efficient, competent and knowledgeable employees in organization by developing and maintaining an effective compensation program for getting the best job performance from the employee¹. Employees are the organization's key resource, they are the blood stream of any business. The accomplishment or disaster of the firm depends on its employee performance. Hence, top management realized the importance of investing in training and development for the sake of improving employee performance. The success or failure of organizations center on the ability of the employers to attract, retain, and reward appropriately talented and competent employees.

Employees' willingness to stay on the job largely depends on compensation packages of the organization². In an attempt to ensure employees optimal performance and retention, organizations need to consider a variety of appropriate ways to reward the employees to get the desired results³. It has been argued that the degree to which employees are satisfied with their job and their readiness to remain in an organization is a function of compensation packages and reward system of the organization⁴.

Employee performance is conceived as how an employee fulfills their job duties and executes their required tasks. In other words, it refers to the effectiveness, quality, and efficiency of their output⁵. Performance also contributes to our assessment of how valuable an employee is to the organization. Each employee is a serious investment for a company or organization, so the return that each employee provides must be significant. Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. Definitions of performance (work performance) is the work quality and quantity achieved by an employee in carrying out his function in accordance with the responsibilities given to him⁶. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or predetermined criteria that have been mutually agreed upon⁷. Furthermore, performance is basically what employees do or do not do. Performance management is the entire activity carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company⁸. Employee performance is an action; what employees do in carrying out the work done by the company. Performance in carrying out its functions is not independent, but always relates to employee job satisfaction and the level of reward given, and influenced by individual skills, abilities, and traits⁹.

In another definition, employee performance means employee productivity and output as a result of employee development. Employee performance will ultimately affect the organizational effectiveness¹⁰. Many other research work on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job

performance, and thus supreme job retention, than those who are not happy with their jobs. Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance¹¹. Employee performance is higher in happy and satisfied workers and the management finds it easy to motivate high performers to attain firm targets. The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs.

Performance of the employee is considered as what an employee does and what he did not do. Employee performance involves quality and quantity of output, presence at work, accommodative and helpful nature and timeliness of output. A study revealed that, performance of the individuals cannot be verified. Similarly he asserts that organizations can use direct bonuses and rewards based on individual performance if employee performance is noticeable¹². In a similar position, a study investigated employee performance and revealed that, acknowledgment, recognition and reward of performance of employees direct the discrimination between employee productivity¹³.

Performance is one measure of actual behavior in the workplace that is multidimensional in nature, where performance indicators include: quality of work, the quantity of work, working time and cooperation with co-workers. Explanations of these performance indicators are:

1. Quality of work, the provision of quality products is a demand for the organization to survive in various forms of competition. Increased purchasing power and the existence of consumer support to the existence of the quality of work offered will further enhance the sustainability of the organization in achieving the goals set;

2. The quantity of work, the quantity of production will determine the ability of the organization to dominate the market, so with the quantity of work that can be produced the company is expected to give a positive impression to the position of products in the market;
3. Working time, determining the most efficient and effective working time at all levels of management, is the basis for an employee in completing a product or service he or she is responsible for;
4. Cooperation is a demand for the success of the company in achieving the goals set, good cooperation will provide confidence in various parties concerned, either directly or indirectly with the company¹⁴.

Companies must be able to build constructive internal conditions with high commitment and consistency to all levels of management. Based on the definition of concepts that have been expressed by experts, it can be synthesized that, performance is the work achieved by a person both quantity and quality in carrying out tasks in accordance with the responsibilities imposed to him and how much they can contribute to the organization. Performance is a real work achieved by a person in carrying out the tasks assigned to him based on his skills, experience, sincerity and time¹⁵. It must be noted that, performance is also influenced by several factors, especially motivation, ability, skills, social security, compensation and achievement opportunities.

2.1.2 Factors Associated with Employee Performance

i. Job Stress

Job stress is produced when one cannot properly coordinate available resources and job demands with personal abilities. It is derived from a situation of job environment that

poses threat to an individual. Some companies may demand achieving a certain level of work, while their employees may be unable to cope with the given tasks. It is said that the demand exceeds the capacity of an individual which simultaneously fails to satisfy the top management. Moreover, job stress has been known universally as a social problem which has a combination of factors that disrupts the workers physically and psychologically and affects their health care as a whole¹⁶.

This is in line with the studies that have been conducted on the effect of job stress in terms of medical matters such as heart disease, gastroenteritis, sleep disorders and other accidents that will decrease the rate of job performance, and the increased rate of absence and job displacement¹⁷. However, it has been said that a small amount of pressure can bring about an increase in personnel's efficiency, while too much pressure results in negative mental and physical changes¹⁸. The potential of job stress could arise from three aspects such as environment, organizational and individual (employee) factors. The possibility of stress affecting one's performance is great. Each individual is exposed to a range of stressors both at work and in his or her personal life which ultimately affects work performance.

ii. Motivation

Motivation is the willingness or desire to do something, conditioned by the activity or the ability to satisfy some needs. The studies on employees' motivation have widely been practiced in today's enterprises across all sectors, regardless of their size. Those enterprises realized that the actions of motivating their employees are crucial in order to achieve the organizations' goals¹⁹. The motivated employees relate to the manners of self-satisfaction, self-fulfillment and commitment that are expected to produce better quality of

work and oblige to the organizations' policies which will extensively materialize efficiencies and competitive advantage. Motivation increases the job involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their subsequent job performance²⁰.

The employee motivation is obviously important. In fact, it is one of the most important and essential factors for the achievement of employees, and ultimately the organizational targets and goals²¹. Motivation to work, whether intrinsic or extrinsic are very essential in the lives of workers because they form the fundamental reason for working in life. It represents the complex forces and needs which provide the energy for an individual to perform a particular task. Moreover, employee motivation serves as an essential component of business operations whereby high motivation coincides with job satisfaction, a sense of pride in one's work, a lifelong commitment to organization which enhances performance and productivity.

2.1.3 Job performance

In order to achieve continuous improvement, employee performance must be regularly evaluated and monitored. Job performance is defined as the ratio of output to inputs and benefits to cost. It is an overall measure of the ability to produce a good or service. More specifically, job performance is the measure of how specified resources are managed in order to accomplish timely objectives as stated in terms of quantity and quality²². Job performance may also be defined as an index that measures output, that is, goods and services relative to the input labor, materials and energy, used to produce the output. It is simply a quantitative relationship between output and input²³.

This definition enjoys general acceptability because of two related considerations. One of such consideration is that, the definition suggests what job performance is thought of to be in the context of an enterprise, an industry or an economy as a whole regardless of the type of production, economic or political system. The last definition of job performance remains the same as long as the basic concept is the relationship between the quantity and quality of goods and services produced and the quantity of resources used to produce them²⁴.

In another definition, Job performance is seen as the relationship between the output generated by a production or service system and the input provided to create this output. It is thus seen as the efficient use of resources - labour, capital, land, materials, energy, information - in the production of various goods and services. Higher job performance means accomplishing more with the same amount of resources or achieving higher output in terms of volume and quality for the same input²⁵. Similarly, another prominent scholar opined that job performance is the relationship between results and the time it takes to accomplish them²⁵. Time is often a good denominator especially because, it is a universal measurement, and it is beyond human control. The less time taken to achieve the desired result, the more productive is the system. Regardless of the type of production, economic or political system, the definition of job performance remains the same.

Job performance is a comparative tool for managers, industrial engineers, economists and politicians. It compares production at different levels of the economic system (individual and shop-floor, organizational, sectoral and national) with resources consumed. Job performance was defined as a ratio of some measure of output to some index of input use. Put differently, job performance is nothing more than the arithmetic ratio between the

amount produced and the amount of any resources used in the course of production²⁶. This conception of job performance goes to imply that, it can indeed be perceived as the output per unit input or the efficiency with which resources are utilized²⁷.

In effect, job performance becomes the attainment of the highest level of performance with the lowest possible expenditure of resources. It represents the ratio of the quality and quantity of products to the resources utilized. It is evident in the literature on job performance that almost all the definitions of job performance focus on 'outputs' and 'inputs'. Unfortunately, definition of either output or input or both may sometimes pose more difficulty to the understanding of what job performance is. For output, it is in the form of goods if visible and services if invisible. Input on the other hand is less easily defined. Since production (creation of goods and services) is a team effort thereby making the demand for inputs to be interdependent, various elements (inputs) are involved in the production of output²⁸. This makes the definition of input more complex than that of output.

To ease this problem of defining inputs, it is a common practice to classify inputs into labour (human resources), capital (physical and financial assets), and material resources. Again, in an attempt to circumvent the difficulty of defining inputs, job performance is sometimes defined as goods and services produced by an individual in a given time. In this sense, time becomes the denominator of output with the assumption that capital, energy and other factors are regarded as aids, which make individuals more productive²⁹. It see job performance as a more intensive use of such resources as labour and machines which should reliably indicate performance or efficiency if measured accurately.

However, it is important to separate job performance from intensity of labour, because while labour job performance reflects the beneficial results of labour, its intensity means excess effort and is no more than work “speed-up”³⁰. The essence of job performance improvement is working more intelligently, not harder. Real job performance improvement is not achieved by working harder for this will result in very limited increases in job performance due to man’s physical limitations. Job performance refers to a measure of the quantity and quality of work done, bearing in mind the cost of capital used.

2.1.3 Employee Productivity

The concept of employee productivity is said to originate from two key words namely; *Employee and Productivity*. An employee simply means an individual who works part-time or full-time under a contract of employment, whether oral or written, express or implied, and has recognized rights and duties. Another name for an employee of an organization or institution is ‘a worker’. An employee is an individual who was hired by an employer to do a specific job³¹. The employee is hired by the employer after an application and interview process results in his or her selection as an employee.

Productivity on the other hand describe various measures of efficiency of production. It is also defined as the efficient use of resources, labor, capital, land, materials, energy, information, in the production of various goods and services³¹. To this extent, productivity is an assessment of the efficiency of a worker or group of workers. From the foregoing, employee productivity can be said to be the workforce productivity or an assessment of

the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work, because much of the success of any organization relies on the productivity of its workforce; thus, employee productivity is an important consideration for businesses and organizations.

Meanwhile, it is imperative to point out that employee productivity is the driving force behind an organization's growth and profitability. It is also seen as the relationship between output of goods and services of workers of the organization and input of resources, human and non-human, used in the production process. It is on this basis that employee productivity is seen as the measure on how resources are brought together in organizations and utilization for accomplishment of a set result. It is reaching the highest level of productivity with the least expenditure of resources³¹. In other words, productivity is the ratio of output to input. Employees are expected to produce value for their employers' business value that exceeds the cost of keeping them on the payroll. In every organizations and institutions, employees are expected to be productive. Employers often have a pressing need to understand how productivity of their own employees is defined, measured and enhanced.

Employees are considered assets of a company as much as a company's product or service portfolio, and they can make or break a company. As such, a company or institution that invest in its employees should also expect to get a return on that investment through their employees' productivity. In most cases, the productivity of an individual will be assessed in comparison to the average output of other employees doing similar work. It is generally

measured by a ratio of outputs produced to resources used. While, effectiveness is the degree to which a goal is achieved and suggests a quality of output measurement against a defined standard. It means doing the right thing.

Improving employee productivity has been one of the most important objectives for several organizations. This is because higher levels of employee productivity provide an organization and its employee with various advantages. For instance, high productivity leads to favorable economic growth, large profitability and better social progress³². In the education sector, however, employee productivity is indeed needed because the more the productivity that is, impacting knowledge in the students, the more the school is patronized.

Employers should consider investing in workforce engagement, because recent research on this topic have clearly indicated that there is a positive association between work engagement and performance outcomes, such as employee retention and productivity³².

Work engagement has become one of the main challenges or activities that need to be well managed to fulfill organization objectives. One of the key issues that most organizations face nowadays is the need to improve employee productivity. In actual terms, productivity may be evaluated in terms of the output of an employee in a specific period of time. It can also be assessed to the amount of units of a product or service that an employee handles in a defined time. Higher productivity results in economic growth, higher profitability, and social progress. It is only by increasing productivity that employees can obtain better wages or salaries, good working conditions and larger employment opportunity³³.

2.1.4 The Importance of Productivity on Organizational Performance

In order for a business to make a financial sense, employees must produce value for the business that exceeds the cost of employee wages. In this way, an employee is an investment, and the investment should, in practice, provide a worthwhile return to the company. This can only happen if an employee is productive. Thus, the importance of productivity in an organization lies in the difference between an employee making the company profit and the employee costing the company money³⁴. When employees are productive, it can increase the company's revenue, and in turn, the company may choose to offer incentives to its employees. Failing to reward a productive staff can 'demotivate' the whole team. Hence, if a company shares some of its success with employees in the form of pay raises, bonuses and improved benefits, employees can become more motivated and increase productivity.

Additionally, this increased revenue can result in the company growing and bringing on even more employees. Productive employees can also benefit customers because highly productive employees provide speedier and higher-quality customer service than those who are unproductive. If employees are rewarded for their productivity and are highly motivated, this can result in even better customer service and interactions. As the success of an organization relies mainly on the productivity of its employees, therefore, employee productivity has become an important objective for businesses³⁵.

2.1.5 Factors Affecting Employee Productivity

Employees do not perform in a vacuum. There are a variety of factors, personal, company-based and external factors that affect their performance. Identifying these factors can help improve recruitment, and organizational result on productivity.

1. Job Fit

Employees must be qualified to perform a job in order to meet expectations. The best fit for a job is identified by skills, knowledge and attitude towards the work. If an employee is in the wrong job for any of these reasons, results will suffer.

2. Technical Training

Employees can bring skills to a position but there are likely to be internal, organization or industry-specific activities that will require additional training may be at the recruitment stage or an internal training. If a process requires a new software package it is unrealistic to expect employees to just figure it out; adequate training should be provided for them. Hence, the result will be an increase in the productivity of the organization³⁶.

3. Clear Goals and Expectations

When everyone understands the targets and expected outcomes, it is easier to take steps to get there and measure performance along the way. Organizations without clear goals are more likely to spend time on tasks that do not impact results.

4. Tools and Equipment

Just as a driver needs a vehicle in operating condition, employees must have the tools and equipment necessary to excel in their specific jobs. This includes physical tools, supplies, software and information. Outdated equipment or tools will have a detrimental effect on the productivity of the organization.

5. Morale and Company Culture

Morale and company culture are both difficult to define but employees will be able to report when they are poor or positive. Poor morale exists when there is significant whining, complaining and employee do not want to come to work. On the positive end, the

workplace is energized by a sense of purpose and teams that genuinely want to work together to achieve better result³⁶.

2.1.5 Public Service in Nigeria

The Nigerian public service is a product of colonialism, established as an instrument of the British colonialist, from the late 19th century. The system of state enterprises begun in 1898 when the British colonial administration undertook the railway transport project from Iddo in the capital city of Lagos to the hinterland. This was followed by coal mining, electricity and marine ports. All these enterprises were established primarily as administrative organs for facilitating trade and commercial activities of the colonial government³⁷.

In 1949, the Commission into the colliery trouble articulated the idea of public corporation. This concept was borrowed from the British Labour Party rationalization of British Coal in 1947, electricity in 1949³⁸. Subsequently, in 1950s, the following public corporations were established in Nigeria: Nigerian Coal Corporation; Electricity Corporation; Nigerian Cement Company, Nigerian Railway Corporation, and Nigerian Ports Authority. All the corporations were managed by Boards. Since then, more corporations have been established based on national interest³⁹.

Some state governments have also established public corporations to actualize their developmental interests. There is a general opinion that most of the public enterprises have failed to deliver on the purposes for which they were established. Management ineffectiveness and inefficiency have been advanced by practitioners and researchers of public enterprises as the bane of the Nigerian public sector. Former president of Nigeria, Olusegun Obasanjo observes that: "Nigerians have too long been feeling short-changed by

the quality of public service. Our public offices have too long been showcases for combined evils of inefficiency and corruption, whilst being impediments for effective implementation of government policies. Nigerians deserve better and will ensure they get what is better”⁴⁰.

The public service which was seen as the custodian of rules and regulations and the engine of the development had lost its prestige and confidence. The aftermath of this is the invention of series of reforms which, have led to privatization, downsizing and right-sizing of the public service and even minimizing the role of the public sector in the national life”. In Nigeria, we are living witnesses of the fate of commercial banks in the 1990s, the inability of the re-branded National Electric Power Authority (now called Power Holding Company of Nigeria) to meet the power requirements of the country, the inability of Nigerian National Petroleum Company and other parastatals in the oil and gas sector to provide quality and regular supplies of petroleum products, the failure of our national shipping lines and airlines to provide quality services and remain competitive globally, to mention but a few⁴¹.

The concept of privatization is old fashion. It was based on the notion of superior private sector efficiency. Evidence from studies done by the International Monetary Fund (IMF) shows that, there is a consistent stream of empirical evidence consistently and repeatedly showing that there are no systematic significant differences between public and private operations in terms of efficiency or other performance measures⁴². The theory behind the assumption of private sector superiority is also being shown to have serious flaws.

2.1.6 The Public and Private Sector in Nigeria

The public sector consists of governments and all publicly controlled or publicly funded agencies, enterprises, and other entities that deliver public programs, goods, or services. After the achievement of independence by most African countries in the late 1950s and 1960s, the public sector was widely regarded as the pivot that would promote socioeconomic development⁴³.

The basic function of the public sector, which comprises a number of institutions for the making and implementation of decisions with regard to interests of various kinds, was to provide goods and services to citizens based on “realization and representation of public interests and its possession of unique public qualities compared to business management”⁴⁴. With the support of donor countries, states had become involved in virtually every aspect of the African economy by the end of 1960. The Nigerian Civil Service which is the mainstay of the public sector in Nigeria is characterized by unclear mandates and guaranteed jobs, which most times can be traced to political connections instead of competency, adequateness and performance⁴⁵. These; the unclear mandates and guaranteed jobs, resulted in a growing huge number of civil servants.

Furthermore, unclear mandates and guaranteed jobs resulted in unskilled and unmotivated civil servants have caused an inefficient public goods and service delivery”⁴⁶. The Nigerian Civil Service was described as being oversized and poorly remunerated which resulted in poor service delivery. Public sector recruitment under military regimes had resulted in an oversized and under skilled work force in which often did not have the appropriate technical skills needed for their assignments⁴⁷. The hallmarks of public enterprises in Nigeria include: low profitability and low efficiency, poor accounting and

reporting systems. The reasons for these lack of accountability and poor management due is to political and bureaucratic interference⁴⁸.

Meanwhile, the Development Assistance Committee of the OECD describes the Private Sector as “a basic organizing principle for economic activity where private ownership is an important factor, where markets and competition drive production and where private initiative and risk-taking set activities in motion”⁴⁹. In Nigeria, the private sector is said to include any self-employed person or any employer of labour who does not belong to the government or public sector⁵⁰.

The private sector has been described as operating in a large segments of informal parts of the economy, Small and Medium Scale Enterprises (SMEs) with very little, if any linkage to the huge multinationals and an unproductive culture of dependence on government patronage and contracts⁵¹. However, some scholars are of the view that the private sector is synonymous with efficiency. They further state that practices common within the sector include a differential wage payment as incentive to increase production and to attract more experienced staff from rival organizations as well as improving and being open to the adoption of new management techniques.

2.1.7 The Nigerian Public and Private Sector: A Management Comparison

This management comparison of the two sectors would start off by highlighting the differences in operational style. In the private sector, there is differential wage payment as incentive to increase production and efficiency, while in contrast, public sector is said to be characterized by poor incentives to workers, corruption, extravagance, red-tape and inefficiency⁵². Nigerian Public Sector organizations are bureaucratic in nature; hierarchical

and staffed mainly by permanent career officials. Employment and job security is guaranteed while promotion is largely based on seniority and remuneration is fixed.

Private Sector organizations on the other hand, due to its focus on profit taking, are sometimes hierarchical, but employ largely on merit. Incentives are motivated by efficiency and rewards increase for more efficient people. Promotion is to a large extent dependent on performance⁵³. For example, when the NNPC was established, instead of recruiting personnel experienced in that industry (The Energy Regulatory Industry), staff was drawn from the Ministry of Mines and Powers. While such staff might have been technically qualified, their lack of adequate experience in modern business management made them less suitable for such roles.

Similarly, the merger of the Electric Corporation of Nigeria and the Niger Dam Authority to form the Nigeria Electric Power Authority (NEPA) suffer the same fate⁵⁴. The impact of political and societal pressure on decision making in the Nigerian Public Sector organizations, rather than pure economic and efficiency based indicators is a point of comparison. Private Sector organizations (especially public limited liability companies) are legally required to publish in a national daily their performance in the form of profit and loss account and balance sheet every year. This makes the Decision Making process of private sector organizations accountable and compel these decisions to be based on effectiveness and efficiency⁵⁵.

Another important point of comparison is Financial Control. The Nigerian Public Sector depends on the legislature, which approves the budget, submits the executive arm of Government and ensures that the budget is implemented as approved (by the same Administration). The Private Sector has its finance and administration departments

completely separated. The National Programme on Immunization (NPI) – a public sector initiative – had a limited effectiveness due to poor management and poor reporting arrangements⁵⁶.

Even though reports have shown that there is no link between employee performance and financial data, Public Sector performance monitoring is limited to budget monitoring and annual performance evaluation⁵⁷. Meanwhile in the private sector, employee performance is linked with added incentives; therefore performance monitoring is more frequently monitored on an individual basis rather than on a companywide annual performance evaluation.

2.1.8 Issues on Private Investment in Nigeria

Nigerian economy is often described as a mixed economy. A mixed economy connotes a framework in which allocative mechanism in respect of what is to be saved, invested, produced and at what prices, is left to the forces of the market and not to any planning authority or government. The existence of the state is merely to buttress the mechanism and improve its efficiency⁵⁸. It means that in a mixed economy, private sector should play the leading role while the public sector provides the enabling economic environment. A conducive economic environment could be created by the government through the formulation and implementation of appropriate, effective and sound macro-economic policies and programmes which, among other things, will facilitate the availability of required resources, stimulate saving and investment, and ensure macro-economic stability (low inflation rate, exchange rate stability and low interest rate) as well as the provision of adequate infrastructural facilities in the economy⁵⁹.

During the colonial government era up to the Nigeria's First Development Plan of 1964, there was commitment to the promotion of private investment. The interventionist role of the colonial government in the local economy concentrated mostly in the provision of physical infrastructures such as ports, roads and railways, the enforcement of law and order, and access to credits which private enterprise development critically needs. For example, a state-owned financial enterprise, the Nigerian Local Development Board (NLDB) which was later transformed into the Federal Loans Board (FLB) on the suggestion of the World Bank Mission to Nigeria in 1953, was established in 1946 to organize credit for the private entrepreneurs; and by 1949, a total loans of £100,342, about 22.3% of the total loans approved by the board for the period 1946-49 were obtained by the private sector enterprises⁶⁰.

At Nigeria's independence, the nationalists who took over the management of the Nigerian economy from the colonialists had strong support for private sector development. This belief in private sector led economy was affirmed in the First National Development Plan thus: "it has always been the aim of government policy to stimulate the rigorous growth of the private sector"⁶¹. For this reason, inflow of foreign private capital was highly solicited and warmly received. Following the relative non-performance of the private sector in general and the disappointing inflow of expected foreign capital during the First National Development Plan in particular, the need for greater public sector initiative and involvement in economic activities in Nigeria was spurred.

From the 1970s through the early 1980s, there was unprecedented increase in crude oil earnings and this became a great stimulus to public sector participation in the "commanding heights of the economy" and the establishment of many state owned

enterprises. This shift in developmental paradigm was expressed as a quest for purposeful national development and as the basis for the promotion of public interests⁶². In the Second National Development plan of 1970-74, it was explained thus: “government cannot plan effectively what it does not control”. In addition, the intervention of public sector in the Nigerian economy was seen as the outcome of long rooted belief that, the private sector in developing countries, including Nigeria, lacked the means (financial and entrepreneurial skills) to undertake the task of development⁶³. It is on this basis that a scholar affirmed this by stressing that, among disincentives to economic development by indigenous private enterprises in Nigeria include the unwillingness shown by Nigerian businessmen to invest the available domestic capital in the productive enterprises, the lack of entrepreneurial ability, skilled labour and sound financial strength, and the habit of always expecting the government to provide everything⁶⁴.

With unprecedented increase in government revenue caused by oil boom of the 1970s through the early 1980s, public sector moved in gradually and dominated the scene in Nigerian economy, with a small and weak private sector. The result of which was the preponderance of public investment and low level of private investment. The quest for rapid economic development coupled with the existence of market failure and weak institutional arrangements in the domestic economy, and faith in Keynesian techniques of economic management propelled successive Nigerian governments to invest in almost all spheres of human endeavour, including areas traditionally reserved for the private sector.

By the early 1980's public sector became the prime mover of economic activities through its huge capital investments in social, physical and economic infrastructure. Public sector accounted for about 50% of GDP and 60% of employment in the modern sectors. Public

sector out-stepped its bound by encroaching even into areas such as manufacturing and commercial activities which would have been profitably handled by private sector, given the enabling environment⁶⁵. By 1980, available data indicate that the Federal Government of Nigeria alone owned nearly 200 parastatals (with about 90 non-commercial and 110 commercial). There was an unprecedented mushrooming of public enterprises in Nigeria such that by 1986 their number had grown to over 500, with government investment in them worth over N36 billion in the form of equity, loans guarantees and subventions, with less than 2.0% annual rate of returns.

The above scenario was inimical to private investment growth in Nigeria. It weakened private sector and diminished private investment. What was experienced in Nigeria tallied with Diamond's assertion that, any increase in government expenditure by increasing the share of productive resources used by the government, would slow economic growth in the economy as a whole and may impede the accumulation of human and physical capital and the pace of innovation in the private sector⁶⁶. Most of the public investment discouraged private sector initiative, in that, instead of boosting the expected rate of return on private investment, it imposed burdens on private sector. Some of the public investments were in the production of goods and services which competed with private sector production, and crushed actual private investment in the country.

Private sector was forced into becoming an appendage of public sector and was fed by the public sector. Many operators in the private sector rely almost entirely on the government. Rather than work to generate real economic growth within the framework of a free enterprise system of economic management, most private enterprises in Nigeria depended on public resources and government patronage whereas their performances and activities

have no value added whatsoever. A large part of what was perceived as private sector profits were essentially transfers, through various gimmicks, from the public sector organizations⁶⁷.

The expansive trend of public investment led to rapid increase in government expenditure and in most of the years, in excess of its revenue. This together with other internal and external factors plunge Nigerian economy into serious and persistent economic crisis which manifested itself in different perspectives such as persistent macroeconomic imbalances, widening saving-investment gap, high rates of inflation, chronic balance of payment problems and huge budget deficits, which further worsened the level of private investment. Most of the deficit spending was financed through domestic borrowing and this resulted in high interest rate and reduction in lendable fund available to private investors⁶⁸.

Following the domestic and global realities, a change emerged on the role of government in the development process leading to a growing recognition of private sector as the engine of sustainable growth and development. This change was prompted by evidences and data indicating high level of growth for economies with dominant private sector, and growing difficulties with government budget. In addition, changes in the international environment has also play significant role⁶⁹. Multinational and bilateral institutions have developed new initiatives with priorities for private sector development. In 1989, the International Finance Corporation, an affiliate of the World Bank established the African Enterprise Fund, and the US Overseas Private Investment Corporation launched the African growth fund.

In 1991, the African Development Bank initiated a new strategy for direct financial assistance to private sector operations. Nigeria was not left out in the wind of change. Of recent, there had been much yearning for greater participation of the private sector where prices and private entrepreneurial initiatives determine the direction and pattern of investment programmes⁷⁰. On this note, a package of economic reforms measures and other sectoral reforms have been introduced into the Nigerian economy. The policy thrust of the economic reform was downsizing of public sector, privatization of public enterprises and general deregulation of the economy to create more appropriate incentives and a framework for private sector development as the basis for achieving sustainable economic growth and development⁷¹.

2.1.8 The Determinants of Private Investment: The Nigerian Experiences

Like other developing economies, many factors exert influence of different magnitude on private investment in Nigeria. The determinants of private investment in Nigeria are analyzed as follows:

1. Domestic Inflation Rate

Inflation rate is an important determinant of private investment. Though moderate inflation is needed for business to strive profitably in a country, high and rising inflation rates is an indicator of macroeconomic instability and it affects private investment adversely. In developing countries, a high inflation rate has negative impact on private investment⁷². By reducing the value of money, it discourages saving and lowers the economy's saving rate which accumulates investible funds for investment. High inflation rate, especially two digits inflation rate which held sway in the Nigerian economy for many years, seriously disrupted economic and business relations in the country. It raises

expectation of currency devaluation which heightens fears of rising costs of imported capital goods and raw materials. High inflation rate has been a serious disincentive to private investment in Nigeria as it exerts strong influence on real interest rate, cost of production, competitiveness of the Nigerian products as well as reduce the returns on private investment⁷³.

2. Interest Rate

Interest rate has a wide range of effects on the economy in general and private investment in particular. It affects saving rate, volume of bank credit and the ability of private sector to borrow for investment purposes. In Nigeria, four categories of interest rate are identified, namely, rediscount rates rechristened monetary policy rate by the Central Bank of Nigeria in 2006, rates on government securities, deposit and lending rates. MPR is the rate which the Central Bank of Nigeria (CBN) charges other banks on loans. This rate is fixed and varies by the apex bank according to the direction it desires other interest rates (and consequently money supply) in the economy to follow. Government securities rates, comprising treasury bills rate, treasury certificates rate and government development stock rate, vary according to their maturity structures. Deposit rates are of two types – savings and time deposit rates⁷⁴.

3. Availability of and Access to Bank Credits

Bank credit is the most important source of investment financing among private enterprises in developing countries, Nigeria inclusive. The volume of and access to bank credit available for private sector borrowers have direct influence on private investment activity. During the controlled monetary policy period (1960-1986), up to 1982 greater percentage of credit to the economy went to private sector. The portion of total credit in

the economy allocated to private sector was 66.7% in 1980, 59.7% in 1981 and 52.1% in 1982. Afterward credit to private sector of the Nigerian economy shrunk. It reduced to 28.9% in 1986 and 34.0 in 1993⁷⁵. The availability of bank credit for private investment and access to available bank credit by private sector operators in Nigeria had been greatly constrained by credit to the government and high interest rate prevalence during market-based monetary policy regime. However, available data show improvement in credit to private sector from 1996 and has been sustained during democratic government era which started in 1999⁷⁶.

4. Foreign Exchange Availability and Rate

In most developing economies, Nigeria inclusive, the consumption pattern and productive system are highly import-dependent. The capital goods such as plants, machinery and equipment, spare parts and raw materials used by industrial sector are imported and foreign exchange is needed to acquire them. Hence, there is a strong relationship between foreign exchange availability and foreign exchange rate and private investment in developing countries⁷⁷. High foreign exchange rate increases the cost of the imported inputs of production. This in turn increases the cost of production, reduces the returns to the investors as well as the competitiveness of the product in both domestic and foreign markets through high prices. In Nigeria, from 1970 to 1985, non-market regime monetary policy was in operation and foreign exchange rates were fixed by the government. The exchange rate, which prevailed in Nigeria then, was relatively low⁷⁸.

Following the deregulation of the Nigerian economy from 1986, the forces of demand and supply became the determinants of foreign exchange rate. Because domestic consumption

and production have been highly import-dependent, there had been pressure on foreign exchange demand which had continued to lead to depreciation of the naira.

5. Fiscal Deficits

Fiscal deficit, no matter how it is financed, is likely to have negative impacts on private investment. Fiscal deficit financing can be through money financing, domestic debt financing and external debt financing. Money financing of fiscal deficits leads to higher rate of inflation which have been found to have adverse effect on private investment in developing countries, Nigeria inclusive⁷⁹. Fiscal deficit financed through domestic borrowing leads to higher interest rates and reduction in loanable funds available for private sector borrowers. Higher interest rates have a negative effect on private investment because it raises the cost of capital and discourage borrowing for investment purposes. Financing fiscal deficit through external borrowing may spill over into external account deficits leading to depreciation of the real exchange rate, balance of payment crisis or external debt crisis.

Following the outrageous expansion of Nigerian's government fiscal operations coupled with a large reduction in the revenue base of the government as a result of drastic fall in the crude oil prices in the international market in 1980s, the Nigerian economy witnessed prolonged deficits spending which in some years were excessive. Except for few years, between 1970 and 2008, deficit financing almost became a pattern in Nigeria. It has also been observed that deficit spending in Nigeria was prolonged, excessive and were not expended on self-sustaining projects/programmes or on the provision of infrastructural

facilities which could have reduce the cost of production and enhance private sector output and profitability of investment in the country⁸⁰.

Deficit spending in Nigeria impeded private investment both through the way it was expended and how it was financed. The major sources of financing the deficit spending were domestic and external borrowing. The bulk of domestic borrowing was obtained from the banking sector. Deficit financing through banking system adversely affected private investment in the country through high interest rate, high inflation rate and reduction in loanable fund available for private sector borrowers for investment purposes⁸¹. External loans were obtained from euro-capital market and from consortia of international bankers at exorbitant interest charges to finance the deficit spending. The inability to repay the loans at maturity together with service payments snowballed into a very huge debt which eventually plunged Nigeria into an unprecedented external debt trap. Nigeria's outstanding foreign debt which stood at US\$ 28,316.0 million in 1987, rose to as high as \$97 billion in 2020⁸².

6. External Debt Burden

External debt burden is measured by debt service ratio to export receipts, the ratio of external debt to export receipts and the ratio of external debt to GDP. The debt service ratio to export is the ratio of debt service payment due for a given year to the export earnings of the same year. Debt service payment of a given year is the sum of the matured principal plus the accrued interest due⁸³. For economy of the debtor country to be sustainable, the World Bank recommended a maximum debt-service ratio of 10% for public debt. Indeed, Nigeria's external debt burden was large. It created uncertainty in the macroeconomic environment which affected private investment in many ways.

The funds available for investment were greatly reduced because of high debt service payment. A higher ratio of external debt to GDP shows that Nigeria had a large debt “overhang”⁸⁴. This discouraged private investment (domestic and foreign) because a reasonable proportion of returns from investment which could have been retained in the country were allocated for repayment of debt obligations. Also, as Nigeria incurred a high debt such that there was difficulty in servicing the debt, its relationship with external creditors was unhealthy⁸⁵. Consequently, inflow of further foreign capital from international capital market into Nigeria was greatly constrained.

7. Public Investment Rates

Public investment rate is measured as the ratio of domestic public investment expenditure to GDP. The effect of domestic public investment on private investment is ambiguous. It depends on the composition of public investment and whether it complements or substitutes for private investment. If public investment concentrates on activities that substitute directly for private investment, public investment crowds-out private investment. The higher the complementarity of public and private investment, the more likely that public investment will have a net positive effect on private investment⁸⁶. It follows that if domestic public investment is mainly on basic infrastructure such as electricity, transportation, education, health care services, water supply and sewage disposal, public investment may complement and foster private investment initiatives. These types of encourage more private investment. On the other hand, domestic public investment has the ability to diminish or crowds-out private investment if it imposes excessive burdens on private sector through high and multiple taxes⁸⁷.

Public investment can also impinge on private investment through high interest rates and reduction in loanable fund available for private sector borrowers caused by excessive domestic borrowing by the government to finance heavy government spending on public sector capital projects, especially when private entrepreneurs would want to raise some of their working capital from the domestic banking system⁸⁸.

8. Poor Provision of Public Infrastructure

Business enterprises thrive well in an environment where there are basic infrastructural facilities like good road network, functional port services and railway system, adequate and reliable electricity supply, telecommunication services and water supply, among others. Hence, sufficient and efficient provision of critical infrastructure is quintessential for private investment growth⁸⁹. Available data show that Nigeria lags behind the average on almost all major infrastructure measures. In addition, the quality of service is low, supplies are unreliable, and disruptions are frequent and unpredictable. For example, it has been observed that for over three decade, Nigeria's electric power sector was ineffective and inefficient in the generation, transmission and distribution of adequate electricity to meet the minimum country's requirement; leading to a wide gap between the demand for and the supply of electricity⁹⁰.

Poor and erratic public provision of infrastructures makes private investment in Nigeria costly and highly unprofitable because firms have to accommodate these through private provisions. It has become a custom for any firm that wants to operate in Nigeria to make private arrangement for their social and economic infrastructural needs. Over 90% of firms in Nigeria have to provide their own electricity generators, dig boreholes for water

supply and construct access roads to their sites⁹¹. These, coupled with the hostility of some communities highly discourage private investors from investing in Nigeria.

9. Level of Per Capita Income

A higher level of per capita income would lead to a higher private investment. Nigeria, as a country, is rich in abundance natural, economic and human resources but mismanagement of these resources, selfish personal interest and lack of purposeful leadership by successive government, over the years, has perpetuated poverty on Nigerians resulting in low per capita income. During the past three decades the country has earned over US\$300 billion from crude oil alone but Nigeria's basic social indicators place her as one of the 25 poorest countries in the world⁹². In Africa Development Indicators, Nigeria is categorized as a low income country. The per capita income had been below \$1,000. The gross national income per capita which was \$810 in 1980 reduced to and stagnated at \$280 in 1990, 1999, and 2000. It gradually rose to \$560 in 2005. This explains why there is low private investment in Nigeria.

10. The Size and Growth of Market

This is determined by the size of the population of the country and domestic demand in the economy occasioned by the income of the citizens. Private investment (domestic and foreign) will flourish in a country where the population size is large and domestic demand (or the market size) is large enough to permit economies of scale. Nigeria is a country with a large and rapid rate of population growth⁹³. The population of Nigeria in 1973 and 1991 were estimated at 79.76 million and 88.514 million respectively. In the year 2000 and 2004, the populations were estimated at 126.9 million and 128.71 million respectively.

The official growth rates were given as 2.5% and 2.9% per annum though private estimates suggested higher rates of growth of between 2.48% and 3.5% per annum⁹⁴. The market size of Nigeria, in terms of population size and growth rate, is quite above average and ought to have been a booster to private investment growth. However, in a situation where the population of a country is high but domestic demand is low occasioned by low income of the citizens and high unemployment rate as it is the case in Nigeria, private investment may not really flourish⁹⁵. As earlier stated above, Nigeria is a low income country. The per capita income had been below \$1,000.

11. Political and Economic Stability

Private investors will be attracted to a nation where there is political and economic stability. In fact, a stable political system accompanied by consistent economic policies is not just a requirement but also a necessary condition for private investment to thrive in an economy. It is important to note that civil strife, political conflict and macroeconomic instability does not ensure a favourable investment environment. Investors (domestic and foreign) want a safe haven for their investment. They take into consideration the loss of their capital assets on account of damage to property due to civil unrest, political conflict and intertribal or community wars⁹⁶. In a country where socio-political and economic environment is highly volatile, investors may not invest and may wait until adequate incentives are provided to compensate for any risks/uncertainties associated with any commitment to long-term investment. Sometimes they might decide only to undertake investments with self-insurance character, that is, investments whose cycles are very short and can easily be undone⁹⁷.

Civil strife, political/religious and inter-tribal or community conflicts and macroeconomic instability are common occurrence in Nigeria. The Central Bank of Nigeria Periodic Report confirmed that in Nigeria, the inflow of foreign private investment had been constrained by macroeconomic and political instability and unconducive social environment. Banks and Insurance companies experienced mass withdrawals and series of claims. This may be one the reasons for stunted growth of private investment in Nigeria as well as why many investors in Nigeria are in trading (wholesale and retail) business rather than production sector like industrial and agricultural sectors⁹⁸.

12. Investment Climate

Among the conditions considered to be necessary foundations for investment growth include a minimal degree of social stability, a minimal degree of macroeconomic stability, and a minimal degree of allocative efficiency, that is, resources allocation. Private investment would not thrive well in a country where there is social disorder, macroeconomic instability, political unrest or inefficient resources allocation. A situation where some of these constraints exist simultaneously will greatly deter private investment⁹⁹.

In Nigeria, political instability, social disorder and macroeconomic instability had existed together. In the several years of military dictatorship rule in Nigeria, there was serious political instability in the country characterized with coups and counter-coups, frequent and sudden policy reversals, and social disorder. In addition, the mayhem created by the activities of ethnic militia like the Niger Delta Militants, Oduduwa People's Congress, Bakassi Boys in the 1990 and of recent, the terrorist group called Boko Haram have

seriously disrupted peace in the country. It has created unfriendly environment and a hostile and risky investment climate for private investment in Nigeria.

13. Institutional Factors

Institutional factors such as corruption, bureaucratic red tapes, weak judicial system and unnecessary government interference in business affect private investment. All these factors increase the operational cost of business, engender insecurity, encourage capital flight and deter private investment. For instance, corruption is a high tax on investment. It increases transaction costs of business and engenders uncertainty. Corruption had been an endemic problem in Nigeria. It has been a norm for investors to bribe their way through in everything as well as go through unnecessary rigorous and complicated procedures and red tapes of paper work to register companies, import capital inputs and clear same¹⁰⁰. However, in recent times the civilian government has made some frantic effort to curb some of these institutional problems. Among the steps taken include establishment of one-stop-shop-center at Federal Ministry of Trade and Industry to hasten the processing of application for entry into Nigeria by prospective foreign investors and registration and establishment of businesses, series of Port reforms and Banking sector reforms carried out by the government¹⁰¹.

2.1.9 Human Resource Management

The concept of human resource management is understood as applying and revising various human resources activities in their internal and external contexts as it has implications on the processes of managing human relations in organizations to enhance the experience of stakeholders in the entity¹⁰². However, studies in human resource management address three different streams; human resource management as conducted

in enterprises (MNEs), for instance, the level of standardization and the local adaptation of human resource management practices are also looked into.

On the other hand, numerous scholarly works represent a major research field when human resource management is concerned with the management of business perspectives. For decades, a strong research focus has been on human relation management, human resource development, and organizational growth supporting the establishment of an overall policy environment favorable to the generation of suitable answers to growing requirements are all part of capacity building¹⁰³. Human resource management (HRM). It also involves the process of providing individuals with the understanding, skills, and availability of information, understanding, and education that will allow them to function efficiently¹⁰⁴. The most pressing challenge of performance or strategic management is how to get a competitive edge. Studies in the 1980s brought this to a new level of importance. A similar hypothesis that re-emerged states that, companies or organizations must be valued, scarce, and difficult to replicate to have a competitive edge. Both of these theories influenced how people were managed in organizations. Techniques are also an approach by the organization that educates regarding what the management must consistently do¹⁰⁵. All sources, particularly the human resources department add to the unique personality of organizations and also can as a result sustain competitive benefits. This outcome is in form of acknowledgment of investment in people as a human resource benefit as opposed to any expense to be reduced as long as feasible¹⁰⁶.

Human resource management is a system of management that attempts to provoke workers' commitment to participation in the function as well as objectives of the

organization. It's also conceived as a technique for the administration of an organization's uniquely possessed values because it is associated with taking care of individuals in the organization to achieve the goals¹⁰⁷. It's also seen as a scientific technique that manages the nature of the working partnership as well as all of the choices, activities, and also problems that relate to this connection.

Human resource management is defined in a variety of ways, each with differing levels of complexity and uniqueness. Human resource management is defined as a critical, systematic as well as incorporated method for the employment, development as well as health of individuals operating in organizations¹⁰⁸. It's the practice by which an organization or company's management creates its employees and attempts to produce the individual capabilities that it requires¹⁰⁹. It also enables firms to competent personnel efficiently¹⁴. However, in a different situation, hazards and risk assessments, incentive methods, capability pieces of training, appropriate communication processes, and compensation people is critical for business¹¹⁰. Furthermore, proper strategies need to be used in absorbing new employees according to organizational needs to attain significant objectives to generate a decision-making guideline for managers¹¹¹. Human resource management in any organization is designed to utilize employee talent satisfactorily and also efficiently. This will certainly be reviewed in five classifications of motivation, training, rewarding, communication as well as empowerment. These procedures are required in human resource management for a recurring treatment to maintain the organization with the ideal individuals in an appropriate setting¹¹². Human resource management fundamentally has seven tasks which are;

1. **Personnel preparation:** This is achieved with the evaluation of an internal factor such as predicted as well as present ability, requirements, jobs, departmental developments, and reduction. It also ensures that workers' demands are frequently met.
2. **Employment:** This involves the creation of a pool of applicants by the personnel strategy. Prospective workers are generally situated through paper, internal advertisements as well as a bulletin, recruitment agencies etcetera¹¹³.
3. **Selection:** It involves the evaluation and screening of candidates who are ultimately responsible for selecting or hiring a candidate, using registration forms, résumé, personal interview, recruitment, and competency tests.
4. **Orientation:** This guarantees that chosen employee is indeed a good match for the company. Recruits or employees are presented to their co-workers, given assignments, and given information about the office culture, regulations, and demands for employee attitudes¹¹⁴.
5. **Training and development:** Training and development target at enhancing staff members' capacities to add to organizational efficiency.
6. **Efficiency evaluation:** This phase comes to be the contrast of a person's work efficiency to goals or criteria created for the person's setting. Reduced efficiency might motivate rehabilitative activity, such as added training, a downgrading, or splitting up, while high efficiency might warrant a benefit, such as an incentive, raising, or promotion in the company. The assessment is carried out by the participant's direct supervisor, but the HRM department is in charge of collaborating

with senior leadership/management to set the regulations that govern all performance assessments¹¹⁵.

7. Talented individuals might well be upgraded/promoted or re-assigned to assist individuals to enhance their talents, whereas bad performers might well be degraded, assigned to less important roles, or even separated. Any of these alternatives will have an impact on human resource planning.

Most studies on human resource management have been on human resource practices in MNEs between 2000 and 2014. Other topics including country of origin/domicile effects in multinational corporations (MNCs), and intra-organizational knowledge and strategy flows are yet to be fully investigated¹¹⁶. Also to what extent has further studies converged or diverged on the similarities and differences in comparative human resource management between human resource practices in different countries and regions¹¹⁷. However, related evidence on comparative human resource management practices often stems from CRANET. Since 1989, this organization has consistently provided global comparative empirical data on organizational policies and practices in human resource management¹¹⁸. More emphasis is given to the institutional perspective as an explanatory framework in this research. Further research in human resource management draws from the fields of cross-cultural psychology and intercultural management studies¹¹⁹. For a while now, cultural values based on findings by some scholars on cultural distance, and its impact on human resource management policies and practices stems most research in this field¹²⁰.

More recent culture-related research provides more opportunities to address the cultural context in more differentiated ways by questioning the assumption of nationality being a

proxy for culture and pointing¹²¹. For instance, to individuals engaging partially and fully with culture as described by poly-culturalism, or to cultural tightness or looseness for an application to the human resource management system¹²². The importance of interpretivism is emphasized in cross-cultural human resource research in addition to the application of these perspectives to human resource management which increasingly enriches research on the dominant positivist perspectives of culture¹²³.

This deviated from other standpoints of the other previous studies which explicitly address the particularities of cultural and institutional explanations in human resource management¹²³. When explaining human resource management, particular research focuses on the combination of both perspective. The presence of a lucrative resource does not signify the availability of a big human presence. Commitment to creative pursuits is the key to human resource management. To achieve any organizational objective, optimal management of human resources entails people-oriented activities¹²⁴. The outcome in any organization fundamentally depends on the components of its employees. If personnel is properly recruited, supervised, and equipped, the organization will operate efficiently. This may be achieved through the enhancement of employees to discharge their duties and address lingering challenges in the organization¹²⁵. This is different from capacity-building activities which entail human capital development, the establishment of a general policy framework favorable for formulating suitable answers to growing requirements.

Consequently, capacity building helps human resource management, the two concepts are different but they improve the growth of an organization exponentially. No doubt, human resource management, and capacity building are inextricably connected.

Concepts such as "digitization," "digitalization," "digital transformation," or "digital disruption" currently rank among the new most prominently discussed terminologies in human resource management. These concepts denote an ever-increasing use of technology and corresponding substantial changes in approach to human resource management across the world¹²⁶. Digital human resource management and related concepts such as digitization, digitalization, digital transformation, and digital disruption of human resource management are increasingly used in this field of study¹²⁷. Conceptual components such as "transformation" and even more "disruption" imply substantial changes for human resource management pointing clearly at its considerable importance.

These concepts are frequently used in an implicit, heterogeneous, and are used interchangeably. Scholars frequently implicitly use the concepts, and this does not imply that the definitions are explicit but rather assumes that readers understand its original context³⁸. Also, the concepts are used with multiple and sometimes contradictory understandings. It also denotes well-known old phenomena. Thus, the discourse on digital human resource management openly lacks clarity¹²⁷.

Clarity of concepts is important for a variety of reasons; to prevent duplication and confusion. New designations must not replicate the old argument of digital human resource management. If this is not prevented, the consequence will be that new concepts will only be synonymous with the old one¹²⁸. As established earlier, clarity of discourses on digital human resource management is important to avoid confusion and misunderstanding. Sharing common understanding that facilitates mutual communication on digital human resource management must be assured to avoid

deficiencies in stop gaps in scholars' findings. The use of ill-defined concepts must be avoided for accurate operationalization and lead to variance in outcomes of findings on digital human resource management studies¹²⁹.

Against this backdrop, a conceptual clarification of human resource management and related concepts are being openly drawn from various perspectives. To achieve this objective, this study develops terminology and typology of digital human resource management. Developing a terminology constitutes an initial clarification step that offers precise and parsimonious definitions of concepts and relationships between them, in turn offering a basic understanding. Developing a typology constitutes a subsequent clarification step towards offering precise and parsimonious ideal types that order and classify phenomena related to digital human resource management. This further deepens the understanding of this concept¹³⁰. Doing this will also provide a conceptual basis for an area of further research work on human resource management and related concepts.

Existing studies on the general digitalization of organizations are referenced as a basis for developing terminology and typology for the study which constitutes a general organizational phenomenon, relevant not only for human resource management but for all organizational domains¹³¹. It's appropriate to conceptualize phenomena in human resource management but by the general digitalization of organizations. It is important for mutual dependencies. Thus, digitalization literature is more developed than the literature on digital human resource management. It is then appropriate to emphasize existing general insights on digital human resource management¹³².

A review of the general digitalization of human resource management research shows that diverse explicit definitions of concepts exist and are quite diverse. In addition, attempts to derive overarching definitions from existing definitions have produced varied results¹³³. Moreover, general research often understands the concepts of digitization, digitalization, digital transformation, and sometimes even the digital disruption of organizations as more or less interchangeable and thus does not delineate between them¹³⁴. However, certain research contributions have shown that a proportion of concepts is possible and valuable in allowing for the identification and understanding of different related empirical phenomena¹³⁵.

A rich collection of terminological suggestions and insights are offered in general research. Nevertheless, a common and sustainable definition and delineation of digitalization concepts are missing. Thus, in the following, a delineation and definition of concepts of digital organization and digitization, digitalization, digital transformation, and the digital disruption of organizations are developed¹³⁶. Implicit clarification refers to the distinction between process and result-related concepts in research. Process-related concepts refer to activities. Result-related concepts refer to the outcomes of activities. It is obvious that digitization, digitalization, digital transformation, and the digital disruption of organizations describe activities and thus are process-related concepts.

As posited in the literature, digitization can be understood as a simple technical concept. It also refers to the technical conversion of raw information into binary digits with the aim of automated processing of this information. Converting analog books in a library into digital files or converting analog customer record cards into digital customer data

constitute examples of digitization¹³⁷. Conversely, digitalization, digital transformation, and digital disruption integrate technical and human phenomena and thus constitute broader socio-technical concepts. For example, the digitalization of a library would consider human tasks and purposes. The conversion of analog customer data into digital customer data might be purposeful to streamline the library's lending processes. The digitalization of a domain thus might be understood as the purposeful digitization of the domain¹³⁸. As an obvious relationship between technical and socio-technical concepts, the latter include but extend beyond the former.

However, the digital disruption of an organization must be understood as an involuntary phenomenon. It ultimately resulted in marginalization or even complete displacement of an organization. Its emergence is based on the activities of external organizations that wish to reap the benefits of digitalization while accepting that it may disrupt other organizations¹³⁹. It's thus seen as a passive phenomenon. For instance, when a global internet company decides to offer all books funded by advertising revenues worldwide to all Internet users for free, this decision most likely implies a digital disruption of all pay-based libraries. Conversely, the digitization, digitalization, and digital transformation of organizations and the result of a digital organization denote voluntary phenomena. Digital disruption in turn does not produce a digital organization, but a marginalized or even completely displaced organization. It's fundamentally different from voluntary concepts¹⁴⁰. Voluntary and involuntary phenomena, however, are related in that the former, when performed by external organizations in a specific way, imply the latter.

Generic concepts are broader and address the operational and possibly strategic level of organizations. Digital disruption and transformation of organizations denote strategic phenomena. Digital disruption poses a strategic threat as elaborated above. Digital transformation denotes a strategic opportunity based on the potential for digital technologies to create innovative business opportunities as expressed by "digital business strategies"¹⁴⁴. The digital transformation thus involves a fundamental strategic change of the entire organization due to the business potential of digital technologies.

2.1.10 The Concept of Employee Development and Training

An organization is just as efficient as individuals operating in it. It is a truth that the stipulation of effective solutions by any kind of company relies on the top quality of its labor force. Therefore, staff training and development refers to the procedures and methods that aim to offer learning steps to increase the skills, understanding, and capacities of individuals, groups, and companies so there is no shift in action to accomplish the targeted outcomes. If it is to keep an educated as well as competent workers, staff member training and also advancement is not just preferable yet, it is a task which monitoring need to devote human as well as financial sources¹⁴⁵.

Employee training and development is a procedure of changing staff member's practices to additional business objectives. Training is herein refers to as any kind of understanding task which is routed in the direction of the procurement of particular expertise and also abilities for the functions of a profession or job¹⁴⁶. The emphasis of training is the work or job. Development on the other hand, is any kind of learning task which is guided in the direction of future demands instead of existing requirements and also which is worried a lot

more with job development and also prompt efficiency. The emphasis of development has a tendency to be largely on an organization's future workforce demands, and also second of all, on the development requirements of people in the work environment¹⁴⁷.

The accumulation of information and abilities that may be applied now or in the future is referred to as development. It must be emphasized that the word development is more of a long-term strategy. It is a broad phrase that refers to a variety of approaches to encouraging individuals to improve, upgrade, and adapt their understanding, talents, abilities, and competences. Development as explained, has a greater emphasis, a longer time span, and a bigger reach¹⁴⁸. The training plan of an organization might consist of a series of plans on managing personnel. The plan declaration lays out what the organization is prepared to do in regards to establishing its workers as well as it should sustain the business objective, methods and approach. The policy declaration has to be specified in clear terms and also should likewise be readily available to all for recommendations. Some organizations have a custom of expanding their very own supervisors as well as expert by giving a considerable internal training to maintain all their requirements¹⁴⁹.

Various organizations or companies contract their training to outside suppliers such as universities, colleges, professionals and also personal training organizations. There are, nonetheless, various other organizations that take on a midway placement, giving induction training as well as work training inside yet contracting out management as well as supervisor training.

So many authors have defined training in a different of ways. Some defined it as a systematic acquisition and development of the knowledge, skills, and attitudes required by employees to adequately perform a task or job or to improve performance in the job

environment”¹⁵⁰. Put differently, training generally refers to teaching employees how to execute his or her existing duties as well as assisting employees in acquiring the information and capabilities necessary to be great performers¹⁵¹. Other scholars view training as, “a planned process to modify attitude, knowledge, or skill behaviour through learning experience to achieve effective performance in any activity or range of activities”¹⁵². Its goal is to help individuals improve their talents while also meeting the organization’s current and prospective demands.

The above definitions did not rule out the vibrant and also transforming nature of the setting in which organisations run. It likewise suggests that training immediately equate to organisational efficiency. Abilities required by staff members are continually transforming; besides, the ever-changing enhancement on details as well as modern technology makes expertise and also abilities outdated in an instant. This indicates that workers ought to align their demands to that of the organisations needs as well as their very own long-lasting development and the Human Resources Department must think about the future and also present requirements of the organisation when preparing for staff training¹⁵³.

Despite their differing perspectives, all experts appear to agree on one thing: training strives to organizational productivity. Training and development has been a subject of many studies over the years. A survey of 100 sample was conducted, the study observed that there is a positive relationship between training design and organisational performance. Similarly, in some other studies carried out in Pakistan, it was observed that there is a positive correlation between employees’ training and organisational competitive advantage. On the other hand, another study pointed out that only off-the job (general) training improves organisational performance, whereas on the job training does not¹⁵⁴.

Training and development have actually been recognized to be extremely crucial elements of organisational performance. It is not an end objective, instead, training is qualified as a way to an end, that is, the end being effective, reliable work organisations, occupied by educated employees that see themselves as considerable stakeholders in their organisations' success¹⁵⁵. However, less than 5% of all training programs are analysed in regards to their monetary advantages to the organisation. Relevance of training has actually been recorded for variables besides organisational performance. Several of these added end results are relevant to performance indirectly. Development and training are primarily routed at staff member, yet its supreme effect is likely felt by the organisation. When it combined with each other with the human source management techniques training will certainly have the best influence¹⁵⁶.

Several researches have actually amassed assistance for the advantages of training for organisations as a whole. These advantages consist of improved organisational efficiency, for example, efficiency, performance, running income per staff member in addition to various other end results that associate straight, for example, decreased prices, improved high quality, as well as amount or indirectly, for example, worker turn over, organisation's credibility, social resources to efficiency¹⁵⁷.

It is worth noting that information systems, staff development, and reward schemes all revealed a substantial and substantial link to organizational success. This might be related to the fact that employees in most developing nations are not compensated as well as those in developed countries, therefore workers are more concerned with human resource procedures that could help them earn more money. Several interventions are effective at increasing the benefits of training to the organisation¹⁵⁸.

First, organisations should conduct a needs assessment using experienced subject matter experts to make sure trainees are ready and motivated for training. Second, in terms of design, organisations should apply theory-based learning principles such as encouraging trainees to organise the training content, making sure trainees expend effort in the acquisition of new skills, and providing trainees with an opportunity to make errors together with explicit instructions to encourage them to learn from these errors enhances the benefits of training.

Third, in terms of training delivery, the benefits of using technology for training delivery can be enhanced by providing trainees with adaptive guidance¹⁵⁹. The model of gauging training efficiency established by Donald Kirkpatrick in the late 1950s can improve the viewed advantages of training from the point of view of different stakeholders at the same time, consisting of those that take part in training, as well as those that fund it, which is the organisations. Numerous studies pinpoint the ecological variables such as managerial assistance as well as chance to perform as mediators of the relationship in between training as well as transfer of training back to the job environment¹⁶⁰.

There are two main theoretical approaches towards employee training and development, they are, the human capital approach and the technology-based approach. The human capital approach regards training as investment in human capital. Thus, training is provided only when the benefit from productivity gains is greater than the cost of training¹⁶¹. Also, the world economic forum focused on prioritising training and mentoring. More than half of high-performing companies say they offer supplemental training programs as an employee benefit. In fact, high-performing companies were nearly ten (10) percent more likely to have a mentoring program as compared to underperformers.

Additionally, high-growth companies are sixteen (16) percent more likely to have a formal mentoring program than underperforming companies. Training programs are important because the new generation of workers expects these initiatives to be in place in order for them to grow and succeed. The survey found that millennials rated development as a bigger priority than compensation in the United States. This is a big factor in attracting the next generation of talent. Plus, as baby boomers exit the workforce, there will be a strong need for new leaders to replace them¹⁶². Organisations should start developing leaders through training programs and developmental job assignments in order to be ready for the future.

On the other side, the technology-based strategy view training as an ability for development procedure. For this approach, the increased training in the modern period is driven by the swiftly transforming modern technologies and also job reorganisation. Therefore, training is given due to the fact that it pleases the useful demands of an organisation and also similarly adds to human resources build-up or skill development. These techniques nevertheless, overlooked the content of worker training, which might be a resultant impact of training layout as well as training distribution design¹⁶³.

It is believed that the complication regarding staff training can be found in the following four ways. For starters, it has nothing to do with the technical components of certain work responsibilities. Moreover, given the fact that many instruction manuals recommend it, previous need evaluation for these training is rarely done. Third, organizations and instructors seldom evaluate the behavior or result improvements that arise as a result of such training. Whenever there is an evaluation, it is frequently about whether one feels about the training or how one has learnt. The assessment form is known as a “smile sheet”

since trainees frequently answer positively to the questions. However, the training's impact is unknown. Fourth, despite the lack of empirical proof of a relationship between personal training courses and improved corporate bottom lines, personal development training has grown rapidly¹⁶⁴.

Training presents a prime opportunity to expand the knowledge base of all employees, but many employers in the current climate find development opportunities expensive. Employees attending training sessions also miss out on work time which may delay the completion of projects. However, despite these potential drawbacks, training and development provides both the individual and organisations as a whole with benefits that make the cost and time a worthwhile investment. The return on investment from training and development of employees is really a no brainer. Human Resource professionals also believe that an organisation is only as good as its employees, and this understanding suggests that training should be more specifically responsive to employees' training needs¹⁶⁵. Effective company leaders acknowledge that their one-upmanship in today's market place is the people. They additionally recognize that couple of organisations understand exactly how to handle personnel efficiently, mainly due to the fact that standard monitoring designs are unacceptable in today's vibrant workplace.

To handle an organisation, both little as well as huge calls for staffing them with qualified workers. The education system in Nigeria does not effectively teach work abilities for a placement in a specific organisation as well as couple of workers have the requisite understanding, proficiencies, abilities, and also capabilities required to function. Consequently, several staff members call for comprehensive training on duty to get the

needed expertise, abilities, capacities, and also proficiencies required to make substantive payment in the direction of the organisation's development¹⁶⁶.

The performance and also success of an organisation rests on individuals that function and also work within the organisation. It adheres to for the reason that for the staff members in an organisation to be able to execute their obligations and also make significant payments to the success of the organisational objectives, they require to obtain the pertinent abilities as well as knowledge¹⁶⁷. In the admiration of this reality, it is essential for organisations to determine the training and also development requirements of its workers, with its training requirement evaluation as well as straighten such requirements to the organisational requirements and also purposes in order to actualise the organisational vision and mission.

Hence training encourages employee as well as make them extra efficient and innovative. Well-trained workers are more capable and eager to exercise greater authority over their employment; they require less oversight, allowing organizations to focus on some other activities; because staff are better qualified to answer client queries, rising consumer loyalty. Staff understand their jobs are also less quick to argue, are far happier, and driven, which improves managerial interactions¹⁶⁸. Among the most essential components in employees' motivation is the ability to continue to develop via training and development.

2.1.11 Benefits of Training and Development for Organizations

Employee training and development is among one of the most considerable incentives utilized to aid both people as well as companies in attaining their temporary objectives and long-term goals. It must be noted that, training and objective not just enhance

understanding, abilities, and also mindsets, yet it likewise provides a number of various other advantages. Some of the common advantage of employee training and development are¹⁷⁰:

1. It boosts workers' spirits, self-confidence, as well as inspirations.
2. Since people are able to lower waste, it decreases manufacturing prices.
3. It promotes a complacency which consequently minimizes turn over and absenteeism.
4. It enhances employee's participation in the modification procedure by supplying the expertise required to adapt to difficult as well as brand-new circumstances.
5. It unlocks acknowledgment, greater pay, and also promotion.
6. It assists the company in boosting the accessibility as well as high quality of its personnel. It is significant to bear in mind that people end up being much more effective due to the fact that training and development programs enhance people' capabilities and also abilities. Also, companies supply tuition compensation for people to participate in such programs¹⁷¹.

Furthermore, training and development programs provides numerous advantages to company's people and companies, they are:

Individual Benefits: Training and development programs aid people in discovering the soft, functional, as well as technological abilities essential to execute their tasks. They accomplish greater degree of work contentment, due to the fact that they feel they are investing their very own future. They really feel that their duty within the company has a genuine function. Considering that the people' commitment often tends to increase

considerably, they spend even more of their effort and time in attaining the bottom line for the company. People have a tendency to proactively look for possibilities to obtain cutting-edge abilities, to experience varied functions and also obligations, as well as to search for added individual and also professional development. Such propensities increase their work, self-worth, as well as self-confidence satisfaction¹⁷². Training and development increase the general efficiency of people.

Organizational Benefits: Training and development programs aid companies in remaining affordable and competitive in their various industry. The American Society for Training and Development (now known as the Association for Talent Development) identified a link between financing for employee training and development activities and higher earnings from the stock market. Organizations that spend approximately \$1,575 per employee on learning, obtained 24% development in gross revenue and also 218% rise in income per worker. Consequently, development as well as training programs assist companies in maintaining their ability, distinguishing themselves against various other companies, enhancing their appearance as the best company in the work market, as well as raising the total business performance¹⁷³.

Every company is accountable for enhancing workers' efficiency by carrying out efficient as well as pertinent training and development programs. Given that employee are one of the most crucial possessions of a company, it is critical to maintain such a concept. Company has to enhance the payment of its workers by guaranteeing an ideal resource of personnel that is functionally, practically, as well as socially with the ability of becoming specialized or supervisory duties. Generally, companies that proactively carry out employee training

and development programs obtain favorable outcome from the people that make use of the programs¹⁷⁴.

2.1.12 The Purpose of Training and Development

Training and development take place at various level of the company and also aids people in obtaining varied objectives. This initiative helps people in lowering their stress and anxiety or aggravation encountered in the office. When a job is not effectively executed and also completion outcomes are not viewed as anticipated, the person might not really feel determined to maintain performance¹⁷⁴⁵. People that are unable to perform at the anticipated level of efficiency might also choose to leave the company, since they feel they are not efficient and also come to be disappointed with their task. Therefore, employee training and development acts as the device that not just increase the proficiencies required for employee performance, however it additionally gives the ways to help people in feeling a lot more pleased with the outcomes of their performance.

Increase competencies cause much better efficiency as well as retention. Worker training and development is a crucial element of Human Resources preparation tasks, since it not just takes full advantage of the returns of people, however it might additionally bring in much better ability to the company¹⁷⁶. Adequately, it establishes the assuming capacities and also imagination of people for far better choice production, customer support, issues dealing with, and also general self-efficacy¹⁷⁷. On top of that, employee training and development offers the abilities when people relocate from one job to one more of a various nature. In any levels of the company, it is vital to provide high-quality work.

Employee training and development ought to be made use to orient people and also to boost their functional and also supervisory abilities. By supplying core effectiveness as

well as framework throughout the worker training and development procedure, it raises the possibility for people to successfully provide the objective, while sustaining others in producing a discovering society as component of the company's calculated objectives. When companies give the sources needed to do a task, people come to be completely satisfied with their tasks as well as even more efficient, while the company comes to be a lot more effective¹⁷⁸.

2.1.13 How Does Employee Training Influence Outcomes?

Training delivery style is a very important part of training. Employees are very conscious about the delivery style. Thus, if someone is not delivering the training in an impressive style and not capturing the attention of the audience, it means the trainer is wasting the time¹⁷⁹. Therefore, it becomes imperative for a trainer to engage its audience during the training session. Delivery style means so much in the training because it is what goes into making the change expected in the trainee.

The Human Resource Department must ensure that no matter the type of method used, must be able to catch the trainee's interests. Once training has been designed, then the actual delivery of training can begin. The general recommendation is that training be pilot-tested or conducted on a trial basis in order to ensure that the training meets the needs identified and that the design is appropriate¹⁸⁰.

2.2 Theoretical Review

The theoretical framework of analysis of this research study is the four theories employed to explain the variables. The theories are the Human Capital Theory, System theory, Resource Based theory, and Expectancy theory. Human capital theory is the preferred framework for this study because it recognizes that individuals' skills and knowledge acquired through work experience are critical determinants of job performance. It aligns with the study's focus on skill development, education, and their impact on enhancing workforce productivity within the dynamic private sector of Southwest Nigeria.

2.2.1 Human Capital Theory

Human capital is the stock of habits, knowledge, social and personality attributes including creativity embodied in the ability to perform labour so as to produce economic value¹⁸¹. Human capital theory can trace its origins to macroeconomic development theory. In the 1950s, the main factors of production comprised of land, labour, physical capital and management¹⁸². However, by the 1960s, however, economists had great difficulty in explaining the growth of the United States economy based on the aforementioned factors of production¹⁸³.

It was the empirical work of notable scholars that challenged the prevailing assumption that the growth of physical capital is paramount to economic success. The basic premise behind human capital theory is that, people's learning capacities are of comparable value with other resources involved in the production of goods and services¹⁸⁴. When applied in the context of organizations, human capital theory suggests that, individuals who invest in education and training will increase their skill level and be more productive than those less skilled, and so can justify higher earnings as a result of their investment in human capital.

Human capital is somewhat limited because it does not take into consideration the concept of 'value' and the importance of 'investment' in human capital. Education raises earnings and productivity mainly by providing knowledge, skills and a way of analyzing problems. Moreover, one of the proponent's ideas play an important role in contemporary employee development and learning literature, as human capital theory fuels the idea that employees' knowledge and skills can be developed through investment in education or training, that is, learning¹⁸⁵. In 1981, a revamped definition was done. Thus, human capital is defined as 'all human abilities to be either innate or acquired, or attributes which are valuable and can be augmented by appropriate investment will be human capital.

One of the proponent of this theory argued that firms will be less willing to pay for general skills primarily because, in a competitive labour market, where workers receive their marginal product, firms could never recoup their investments in general skills, so they will never pay for general training. Moreover, as the skills are classed as 'generic' in nature, an employee could easily switch to another employer as their skills are not firm-specific. Thus, the firm would lose its initial investment. He further assert that employees themselves would have the right incentives to improve their general skills because, in competitive markets, they are the sole beneficiaries of the improvements in their productivity¹⁸⁶.

Moreover, workers can undertake such investments quite easily by accepting a lower wage than their productivity during the period of training. The logic behind this observation relates to the idea that employees will view paying for general training as an investment, which they anticipate will lead to higher future wages, regardless of the firm they are working with. Human capital theory is needed for companies to achieve goals, develop

and remain innovative¹⁸⁷. People and their collective skills, abilities and experience, coupled with their ability to deploy these in the interests of the employing organization, are now recognized as making a significant contribution to organizational success and also constituting a significant source of competitive advantage.

However, human capital theory studies usually assume that, experiences are translated into knowledge and skills. It underlines that, people possess innate abilities, behavior and personal energy and these elements make up the human capital they bring to their work. It is indeed the knowledge, skills and abilities of individuals that create value. That is why the focus has to be on the means of attracting, retaining and developing the human capital. Individuals generate, retain and use knowledge and skill (human capital) and create intellectual capital¹⁸⁸. Their knowledge is further enhanced by the interactions between them (social capital) and generates the institutionalized knowledge which organizations possess (organizational capital).

It was observed that people possess innate abilities, behaviors' and personal energy and these elements make up the human capital they bring to their work. And it is they, not their employers, who own this capital and decide when, how and where they will contribute it. In other words, they can make choices. Work is a two-way exchange of value, not a one-way exploitation of an asset by its owner. It is indeed the knowledge, skills and abilities of individuals that create value, which is why the focus has to be on means of retaining, developing and maintaining the human capital they represent¹⁸⁹.

2.2.1.2 Limitations of Becker's Research

Despite the significant contribution of his work to contemporary academic thinking on the management of people, her work has also been the subject of a number of practical and

theoretical criticisms over the years. First, it was noted that Becker's initial research on education and earnings ignores the role of worker experience¹⁹⁰. He declined to measure experience, despite its importance for employers, who rank it both highly in selection and employment. Secondly, the concept of ability in his research is a contentious issue. Although he adjusted for IQ and individuals' performance in high school, that is, high school rank in his analysis, many theorists still contend that the purported causal effect of education on earnings may instead reflect 'ability' rather than any productivity-enhancing skills gained through educational institutions¹⁹¹.

Furthermore, he disregards any education or training that is neither formally structured nor requires financial investment. In other words, he places too much emphasis on investments in formal training, that is, general and specific, and neglects the role of informal training/informal learning¹⁹². Informal learning is essentially learning by doing, or learning from experience. For example, employees can learn a lot by just casually experimenting on the job. Informal learning is especially prevalent at the beginning of a worker's employment.

Meanwhile, it was emphasized that while he subdivides skills into general or specific, many skills tend to be industry-specific. Some authors build on Becker's framework and make a distinction between general, industry and firm-specific skills. The authors argue that industry-specific training can be defined as training which boosts the productivity of all other firms in the industry, but not outside the industry. Examples include skills acquired through apprenticeships and at vocational schools¹⁹³.

Human-capital theory has attracted much criticism from sociologists of education and training. In the marxist renaissance, it was attacked for legitimating so-called bourgeois

individualism, especially in the United States where the theory originated and flourished. It was also accused of blaming individuals for the defects of the system, making pseudo-capitalists out of workers, and fudging the real conflict of interest between the two. Human capital theory can be regarded as a species of rational-exchange theory and open to a standard critique, by sociologists, of individualist explanations of economic phenomena¹⁹⁴. The human capital theory considers people as assets and stresses that the investment in people by organizations will bring worthwhile returns.

2.2.1.3 Application of the Human Capital Theory

The application of human capital theory to the study on Work Experience and Job Performance in the Private Sector of Southwest Nigeria is highly relevant, as it provides a comprehensive framework for understanding the relationship between work experience and job performance in the context of human capital development. Human capital theory posits that individuals' knowledge, skills, and abilities are valuable assets that can lead to increased productivity and economic growth. This theory fits well with the study because it allows researchers to assess how work experience serves as an investment in human capital¹⁹⁵.

As individuals gain work experience, they are likely to acquire and enhance skills and knowledge relevant to their jobs. This, in turn, can positively impact job performance. Human capital theory provides a lens through which to analyze how the private sector can benefit from employees who continually invest in their own human capital through work experience¹⁹⁶. It also highlights the importance of education, training, and skill development, which are integral components of human capital, and how these factors influence job performance in the dynamic economic environment of Southwest Nigeria.

2.2.2 Resource-Based View Theory

The resource-based theory is a managerial framework used to determine the strategic resources a firm can exploit to achieve sustainable competitive advantage. It also analyzes and interprets resources of the organizations to understand how organizations achieve sustainable competitive advantage. Resource-based theory emphasizes the importance of human capital for sustainable organizational success. The accomplishment of an organization's aims and objectives depend on the quality of its workforce. This is why effective recruitment remains a key factor in the success of an organization¹⁹⁷.

The resource base theory takes an inside-out view or firm-specific perspective on why organizations succeed or fail in the market place¹⁹⁸. It possible for businesses to develop and maintain competitive advantages, to utilize these resources and competitive advantages for superior performance. Organization can be considered as a collection of physical resources, human resources, and organizational resources. Resources in the context of this theory is seen as all assets, capabilities, organizational processes, firm attributes, information, knowledge, and so on controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness¹⁹⁹. However, it is imperative to emphasize that one of the articles of the proponents titled, 'Firm Resources and Sustained Competitive Advantage' is considered as the pivotal literature for the emergence of the theory.

The Resource Based View argue that sustainable competitive advantage is attainable when firms have a human resource pool which cannot be imitated or substituted by rivals. Hence, firms should constantly evaluate their workforce to ensure that they have the right people with the right skills in the right places to ensure sustained competitive advantage²⁰⁰. A

major part of any firm's strength or weakness stem from the caliber of the people employed and the quality of their working relationships. Identifying what is most valuable and protecting it with "barriers to imitation" is at the heart of resource base thinking.

The proponent of this theory believe that, internal recruitment is the most efficient in terms of employee performance and firm-specific knowledge and skills method of recruitment. External recruitment is when people are recruited from outside the organization to occupy vacant positions. While internal recruitment is when an organization recruits within its ranks to a fill vacant positions. It was also argued that in many cases, external hires tend to have more experience and are better educated than internally promoted staff. Thus, it was contended that the decision to hire within or from outside of the organization depends on factors such as the nature and level of the job, the characteristics of the organization, and the system of the organization's human resource policies²⁰¹. The choice of methods however, aims to fill the vacant position with the best candidates in order to achieve a competitive advantage.

Drawing again on resource base theory, organizations compete against each other on the basis of their resources and capacity. Competitive advantage is achieved if an organization's resources are valuable, rare, and costly to imitate. Resource based theory advances that, human resources form an essential factor in terms of assisting an organization in its goals, mission, and vision and in terms of achieving a competitive advantage. The theory maintains that the strategic capability of an organization depends on the quality and strength of its human resources. Therefore, the theory focuses on the skills, knowledge and competencies advantages over its competitors by attracting, employing, and retaining resourceful workers²⁰².

Furthermore, a resource-based theory must fulfill 'VRIN' criteria in order to provide competitive advantage and sustainable performance. The 'VRIN' criterion is explained below;

1. **Valuable:** Resources are valuable if it provides strategic value to the firm. Resources provide value if it helps firms in exploiting market opportunities or helps in reducing market threats. There is no advantage of possessing a resource if it does not add or enhance value of the firm.
2. **Rare:** Resources must be difficult to find among the existing and potential competitors of the firm. Hence resources must be rare or unique to offer competitive advantages. Resources that are possessed by a several firms in the market place cannot provide competitive advantage, as they cannot design and execute a unique business strategy in comparison with other competitors²⁰³.
3. **Imperfect Imitability:** Imperfect imitability means making copy or imitate the resources will not be feasible. Bottlenecks for imperfect imitability can be many viz., difficulties in acquiring resource, ambiguous relationship between capability and competitive advantage or complexity of resources. Resources can be basis of sustained competitive advantage only if firms that do not hold these resources cannot acquire them²⁰⁴.
4. **Non-Substitutability:** Non-substitutability of resources implies that resources can't be substituted by another alternative resource. Here, competitor can't achieve same performance by replacing resources with other alternative resources.

In relative term, organizations or firms which recruit and retain exceptional individuals have the capability of generating human capital advantage. However, a difference should

be established that between ‘human capital advantage’ and ‘human process advantage’. The former results from employing people with competitively valuable knowledge and skills, much of it tacit. The latter, however, follows from the establishment of difficult to imitate, highly evolved processes within the firm, such as cross-departmental cooperation and executive development.

The use of the human resource management system is necessary for firms to gain a competitive advantage. This was also argued that, technology and capital can be acquired by most firms any time, for a price, but it is not easy to acquire a ready pool of highly qualified and motivated employees²⁰⁵. Thus, in order to be differentiated, the companies need to be very careful with the recruitment and selection process. The company’s human resources practices would therefore need to emphasize “selecting highly skilled individuals”.

Companies and organizations should consider recruitment as a key tool to achieve the overall business goal because, the new employee is always active, ready to learn new things and easy to adapt to the new environment²⁰⁶. It is better for them to find the right person directly from the recruitment process than having them trained later because training and development can be quite costly. This is one case of how the human resource strategy fits with the competitive strategy. It must be stressed that employers must aspire to hire applicants who possess the knowledge, skills, abilities or other attributes required to successfully performing the job most effectively.

2.2.3 System Theory

Systems theory is the interdisciplinary study or approach of a systems. A system is a cohesive conglomeration of interrelated and interdependent parts which can be natural or

human-made. In other words, a system is also an entity, which is a coherent whole such that a boundary is perceived around it in order to distinguish internal and external elements and to identify input and output relating to and emerging from the entity. Every system is bounded by space and time, influenced by its environment, defined by its structure and purpose, and expressed through its functioning²⁰⁷.

A systems theory is hence a theoretical perspective that analyzes a phenomenon seen as a whole and not as simply the sum of elementary parts. The focus is on the interactions and relationships between parts in order to understand an entity's organization, functioning and outcomes. Simply put, it is based on the belief that individuals do not operate in isolation, but rather grow and develop in interaction with their physical and social environment. There are many proponents of the theory because of the multidisciplinary approach²⁰⁸. System theory is derived from general systems theory, which explores the parts of a system that interconnect and interact to make a complete whole.

System theory describe a phenomenon be it physical, biological or social. It is conceived as an organized structured which is functional and identifiable through interrelated parts or sub-systems. System theory is delineated by identifiable boundaries from the supra-system, that is, the environment which it embedded. Thus, a system is situated within a larger context and environment with which it engages that involves inputs and outputs process which can be schematically represented²⁰⁹.

Any organization is constructed upon various systems and subsystems. Human body is built on different systems like skeleton, nervous, muscles, digestive, excretion and reproduction. These systems and subsystems are inter-connected and inter-dependent and more results could be achieved if their relationships and inter-connectivity are

strengthened. People who work in a conducive organizational environment say within the system and sub systems have a definite goal to achieve. Therefore, in this systematic organization, all managers are to tend to work cooperatively²¹⁰.

In system theory, however, organization is visualized as a system consisting of interacting parts. There are main ingredients in a system through which system analysis also could be performed. These ingredients are parts of a system, interactions, links and communication, processes, and the goals of the systems. Parts of a system are individuals, formal organization, informal organization, status and roles and the physical setting. Hence, individual is the most significant element of the system²¹¹.

2.2.4 Expectancy Theory

Expectancy theory is one of the theory used in explaining the variables in this research. The theory was initially put forward by a Canadian professor, Victor Vroom at the Yale School of Management in USA. The theory suggests that, that behavior is motivated by anticipated results or consequences. He further proposed that, a person decides to behave in a certain way based on the expected result of the chosen behavior²¹². In essence, the motivation of the behavior selection is determined by the desirability of the outcome. However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements.

Expectancy theory can be traced back to older motivational theorizing, such as hedonism, that is, the idea that people will always select from alternatives the one that they believe will maximize pleasure and minimize pain as found in the work of ancient Greek philosophers. Although, there were other similar early approaches to expectancy theory

that included concepts like valence and expectancy but Vroom's 1964 theory was built on these theories and was specifically rooted in the work environment²¹³.

This theory states that people will be motivated because they believe that their decision will lead to their desired outcome²¹⁴. This theory proposes that, work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes. Teachers would put much or less effort depending on what they expect to be the outcomes of the whole process because the expectancy theory of motivation is best described as a process theory as it emphasizes employees' perceptions of the environment and subsequent interactions arising as a consequence of personal expectations²¹⁵.

Also the theory suggests that, employees will be motivated if there is a positive correlation between efforts and performance, bearing in mind that better performance will result in a desirable reward and that the reward will satisfy an important need. For instance, teachers need to clearly identify their better work performance as a result of hard working which will result into issues of promotion, money incentives, appraisal, recognition and such things and that whatever rewards will satisfy their needs as employees with their ranks, experiences, academic qualifications and working environments²¹⁶.

In order for an individual to be motivated to perform a certain task, she must believe that if she exerts enough effort, she will be able to achieve whatever level of performance is required. Using job performance as an example, if a person works hard at her job, she must believe that she will be able to meet her employer's performance requirements. This relationship is referred to as expectancy²¹⁷. An individual must also believe that her

performance will result in a particular outcome. The linkage between performance and outcomes is called instrumentality.

An individual may view an outcome as desirable or undesirable. The final condition needed for an individual to be motivated is for that individual to positively value the outcomes that she believes she will receive for her performance. This is referred to as valence. Expectancy, instrumentality, and valence are based on individual perception. As a result, individuals working in the same organization may have very different assessments of expectancy, instrumentality, and valence. Therefore, their motivation may vary. In expectancy theory, motivation is the product of expectancy, instrumentality, and valence, that is, Motivation, Expectancy, Instrumentality and Valence²¹⁸.

The multiplicative relationship among these beliefs has a number of important implications. It implies that motivation will be high when there are high levels of expectancy, instrumentality, and valence. The reverse should be true when there are low levels of these three factors. Moreover, if an individual lacks just one of these three beliefs, expectancy theory predicts that motivation to perform would be low because of the multiplicative nature of the relationship²¹⁹. Expectancy, instrumentality, and valence are considered to be necessary but not sufficient conditions for motivation. In other words, an individual must have all three beliefs to be highly motivated. Although not as prominent in the literature, a few scholars have also criticized expectancy theory for failing to distinguish between conditions of certainty and uncertainty²²⁰.

Expectancy models of behavior may be different for conditions where outcomes are certain and for conditions where outcomes are uncertain. To use expectancy theory to explain motivation, an individual must be able to assess the likelihood that the effort will

result in the required level of performance, the correlation between meeting performance requirements and receiving rewards, and the value of these rewards. However, expectancy theory fails to account for circumstances in which there is uncertainty²²¹. For instance, expectancy theory requires that an individual be able to assess (a) the likelihood that working hard will result in her satisfaction of her employer's performance requirements, (b) the correlation between meeting her performance requirements and receiving job-related rewards, and (c) the value of these rewards²²². It is unclear what expectancy theory would predict when any of these conditions are not met. Despite these limitations, expectancy theory is still regarded as one of the most promising motivation theories.

2.3 Review of Empirical Studies

Previous research had identified that individuals high in extroversion, and conscientious show more willingness to be committed to their organization than those that are not. In a more recent study, two scholars investigated the relationship between personality characteristics and affective organization commitment among Bank employees in Nigeria in 2016. The study sample consisted of 210 respondents from ten 10 purposively selected bank branches in Port Harcourt. The study revealed that, a positive and significant relationship exist between the five personality dimensions and affective organization commitment²²³.

In a study of Job satisfaction and employee performance, Alamdar, Muhammad, and Wasim investigated the impact of job satisfaction on employee performance in autonomous Medical Institutions of Pakistan. The sample of the study was comprised of 200 doctors, nurses, administrative and accounts staff working in autonomous medical institutions in Punjab. 250 Questionnaires were distributed out of which 200 were received

back and used for analysis. SPSS was used for data analysis statistically. Findings revealed that, facets such as: pay, promotion, job safety and security, working conditions, job autonomy, relationship with coworkers, relationship with supervisor and nature of work; affect the job satisfaction and performance²²⁴.

A research was conducted by an author on impact of job satisfaction on employee's performance, that is, employee's impressions, inclinations, desires, and visualizations towards their jobs in the faculty of science and humanity studies university. The research determined the relation, association and impact of job satisfaction factors and its dimensions on employee's performance in the faculty. The total sample size of research is 86 members of teaching staff from the faculty with male being 46 and female being 40. The research concluded that whenever there are better work conditions, pay and promotion, and work relationships there is a higher job satisfaction²²⁵.

An investigation on the impact of job satisfaction on employees performance was carried out in 2016. The main objective of this study is to examine the impact of job satisfaction on employee's performance, with Nigerian Breweries Plc Kaduna as a case study. In view of the above cause, data was collected from both primary and secondary sources. 400 copies of questionnaire were administered to the respondents and 357 copies of questionnaire were returned successfully which was used as the bases for the research analysis. The research findings revealed that there is a linear relationship between job satisfaction (nature of job, job reward and job security) and employees performance proxy which is employees morale. It was concluded on the note that employees are dissatisfied with the working conditions of the organization²²⁶.

The relationship between motivation and staff performance was carried out by in 2017. The study revealed that the management of Pam Golding Properties partially used motivational goal-setting as a motivator to their employees. They also allowed the employees to be involved when setting their goals, although they did not find them challenging or difficult at all, despite them being specific. The study also showed that there was a lack of regular training and development for the employees to improve their key skills and knowledge and this is an area that should be addressed²²⁷.

Some scholars carried out a study purposed to find out whether there was a positive or negative relationship between employees and the environment that they were working in 2012. Results of the findings indicated that the relationship between employees and their managers were poor. The study concluded that the environment which an employee in subjected affected their performance at Produce Buying Company in a big way and positively. With regards to these findings, it is only right to acknowledge that companies should improve the working conditions of an organization to enhance staff performance²²⁸.

2.3.1 Work Experience

This concept explains whether a job component and responsibility (paid or unpaid) which have the endorsement of the relevant authority fits or misfits with the personnel. Numerous discourses and scholarly controversies have emerged on this concept. This is not unconnected with the rapidly changing society. It's usually gathered through recruitment and provides the opportunity to benefit from the development of a range of relevant experiences that equip them in skills acquisition in a defined or indefinite environment²²⁹.

In either public or private sector organizations, change has become inevitable to societal demand as a result of several factors such as; financial pressures, a focus on core value-added, adaptation to global demand, information and communication technology etcetera. These have diverse implications on the requisite attributes and careers of workers²³⁰. Graduates' trainees usually need to get some form of internship and training before being immersed in the entire process but many organizations are no longer offering traditional, graduate training schemes and graduates are now getting employed in small and medium enterprises (SMEs) with no initial training schemes but the direct resumption of work. This has resulted in a lot of pressure on new members of staff in their various roles.

As established, the changing nature of work requires graduates to be work-ready following graduation to ensure economic competitiveness in a global context. There is a growing expectation in the world that graduates should be immediately effective and also help the organization deal with change. Work readiness is a result of the development function of work experience. Work experience is being contextually viewed by employers in organizational terms. Employers believed that experience is sufficient for the worker to understand the industry and its culture in addition to specialization²³¹. This will help in reflecting other factors that will bring out the best in the worker to discharge job responsibilities.

Many employers expected an employee to have work experience that will relate to the development of job-related attributes. Anyone who is job hunting and possesses required work experience is a vantage position over other applicants when applying for a job. Identifying and articulating what has been learned in the work experience would be an important factor in the job²³². Application of what has been learned is important to

workers. It's a way of conveying the work experience of potential workers to employees. The extent of work understanding can be used to assess employees' work experience²³³. In another view, one of the most important components of work experience is skills and knowledge of job role which can be acquired through training and education of employees²³⁴.

Employees' commitment is a psychological condition that shows their will's seriousness. Some scholars argued that commitment helps in searching for a specific goal desired. It requires devotion of time, energy, and the ability to help get it. It's an active engagement that helps to establish and maintain relationships with an organization. It helps get an understanding of how to overcome resistance to change.

It's very important to support individual and personal success. It's the strength of the introduction and involvement of a person in a particular organization. The tendency to engage in a consistent line of activity because it considers the cost of implementing other activities. It's the degree of employee concern and its contribution to organizational success and commitment as the relative strength of the joint individual identification and its engagement with the organization²³⁵. In another opinion, personal development is defined by experience. Work experience is the degree of skills and knowledge mastery of a person in his work which can be examined by the period of work, degree of workers' skill-set, and mastery of the routine of the workplace.

2.3.2 Types of Work Experience

The Career network at the University of Birmingham conceived types of work experiences as;

1. **Placements:** This is usually taken in a formal occupational setting. It involves graduate-level recruitment processes and employment. The placements and years of industry experience last for approximately 48 weeks. Institutions of higher learning often regard them as a part of the requirements for qualifying for a degree. Formal company schemes also tend to target penultimate year students and advertise openings to help students develop career-specific and transferable skills. Employment is usually paid in most countries of the world that run them²³⁶.
2. **Summer Internships:** are also taken in formal occupational settings. It involves graduate-level recruitment processes and employment. It's usually taken during summer vacation, lasting up to 3 months. This kind of employment also helps to develop career-specific and transferable skills.
3. **Part-time work:** Many students in higher institutions of learning work part-time during school sessions and holidays. They work in different sectors and have a range of roles. These can help develop valuable transferable skills such as communication, team building, organizational skills etcetera. Part-time work helps develop transferable skills and also raises funds for personal projects such as education or family support²³⁷.
4. **Volunteering:** This kind of experience involves voluntary application and securement of employment in an organization in an endeavor the applicant is knowledgeable and passionate about. Volunteer employment is usually unpaid and workers are only encouraged with transportation costs in some cases. The essence of volunteering is not for the financial benefits but passion and work

experience. Volunteering offers a great opportunity to get experience in diverse settings and occupations and can vary in terms of the time and effort committed²³⁸.

5. **Work Shadowing:** Involves spending a few days to a few weeks observing someone at work and learning more about an occupation. Work shadowing supports career planning and decision-making.

Work experience connects learning with activity. Learning and articulating cannot be separated and therefore to use knowledge to its fullest potential it must be implemented, performed, and enhanced as part of a synergy²³⁹. To reflect the importance of work experience, a scholar argued that 'words can be learned and repeated but it does not mean that one has the skills'²⁴⁰. Learning of theories and facts in educational institutions is insufficient because the application of that learning for the 21st-century graduate will be increasingly nuanced and hybrid.

It is not sufficient for people to just 'experience' the workplace passively, they need to actively engage to learn, 'learning is the product of efforts to interpret, and translate what was experienced to make meaning out of it. This requires honed skills of reflection, to reflect effectively on what has been learned from the experience, and acknowledge and build upon them. Work experience allows workers to reflect on and execute the theories learned in the past to the roles and functions acquire to develop more transferable employability skills²⁴¹.

2.3.3 Job Performance

Employees' performance is very important to every organization. Demonstrating performance when achieving a goal result in satisfaction, feelings of self-efficacy, and

mastery. Good-performing individuals often get promoted, awarded, and honored for their work. Career opportunities are available to high-performing individuals more than others²⁴². Work performance is an abstract, latent construct that cannot be pointed to or measured directly. It is made up of multiple components or dimensions. These dimensions, in turn, are made up of indicators that can be measured directly.

To operationalize individual work performance, we should explicate the construct domain of work performance and identify its dimensions and indicators. Job performance in organizations is becoming a critical subject of discourse because of its relevance to various narratives on productivity, efficiency, and effectiveness in both the public and private spheres. A scholar defines job performance as behaviors or actions that are relevant to the goals of the organization. Three ideas can be identified within this definition. Work performance is those behaviors that are relevant to the organization's goals which should be seen as behavior rather than results²⁴³.

Some scholars defined work performance as scalable actions, behavior, and outcomes that employees engage in or bring about that is linked with and contribute to organizational goals²⁴⁴. Work productivity is different from work performance, although both concepts are used interchangeably. While work productivity is seen as input divided by output, it's a narrow concept to work performance. Job satisfaction is conceived as a yardstick for work performance²⁴⁵.

One characteristic that can be used to differentiate job performance is the process and outcome of performance. One aspect refers to what people do while at work, the other one is the action itself. Job performance includes some specific activities which include;

sales conversations with customers, programming computer software, and assembling parts of machines. This implies that the only actions that can be measured are regarded as performance. It also includes the performance and productivity of tasks. It covers a personal contribution to the performance of the organization²⁴⁶.

Job performance is an action that attracts the formal reward system and addresses the requirements as specified in job descriptions. It consists of activities that transform materials into the goods and services produced by the organization or allow for the efficient functioning of the organization. It also consists of behavior that does not directly contribute to organizational performance but supports the organizational, social and psychological environment. Job performance is different from task performance as it includes activities that are not formally part of the job description. For instance, job performance is a process of demonstrating extra effort after organizational rules and policies, helping and cooperating with others, or alerting colleagues about work-related problems due to changing dynamics of work environments. To understand job effectiveness, it's important to know about links between job performance, people, and situation factors. Job performance is a very considerable factor influencing profitability²⁴⁷.

Job performance can be conceived as the ratio of output to inputs and benefits to cost. It is an overall measure of the ability to produce a good or service. Job performance is the evaluation of how some resources are managed to accomplish timely objectives as stated in terms of quantity and quality²⁴⁸. Job performance may also be defined as an index that measures output (goods and services) relative to the input (labor, materials, energy, etc., used to produce the output). It is simply a quantitative relationship between output and

input²⁴⁹. This definition is widely accepted and enjoys general acceptability due to certain reasons.

Job performance is thought to be in the context of an enterprise or an economy as a whole regardless of the type of production, economic or political system. It also remains the same as long as the basic concept is the relationship between the quantity and quality of goods and services produced and the number of resources used to produce them. Another scholar viewed job performance as the relationship between the output generated by a production or service system and the input provided to create this output²⁵⁰. Job performance is thus defined as the efficient use of resources which include; labor, capital, land, materials, energy, and information in the production of various goods and services. Good job performance means accomplishing more with the same number of resources or achieving higher output in terms of volume and quality for the same input. It was opined that job performance is the relationship between results and the time it takes to accomplish them²⁵¹. Time is often a good indicator especially because it is a universal measurement, and is beyond human control. The less time is taken to achieve the desired result, the more productive is the system.

Regardless of the type of production, economic or political system, the definition of job performance remains the same. Thus, job performance may connote different things to different people, the basic concept is always the relationship between the quantity and quality of goods or services produced and the number of resources used to produce them. Job performance is a comparative tool for managers, industrial engineers, economists, and politicians. It compares production at different levels of the economic system with resources consumed²⁵².

Job performance was defined as a ratio of some measure of output to some index of input use. Put differently, job performance is nothing more than the arithmetic ratio between the amount produced and the amount of any resources used in the course of production²⁵³. This conception of job performance goes to imply that it can indeed be perceived as the output per unit input or the efficiency with which resources are utilized²⁵⁴. In effect, job performance becomes the attainment of the highest level of performance with the lowest possible expenditure of resources. It represents the ratio of the quality and quantity of products to the resources utilized. It is evident from previous studies on job performance that almost all the definitions of job performance center on 'outputs' and 'inputs'²⁵⁵. Unfortunately, the definition of either output or input or both may sometimes pose a threat to the understanding of job performance. For output, it is in the form of goods if visible and services if invisible. Input on the other hand is less easily defined. In production, team effort is required, for inputs to be interdependent, various elements (inputs) are involved in the production of output²⁵⁶. This makes the definition of input more complex than that of output. To ease this challenge of defining inputs, it is common practice to classify inputs into labor (human resources), capital (physical and financial assets), and material resources. Also, in an attempt to bypass the challenge of defining inputs, job performance is sometimes referred to as goods and services produced by an individual in a given time²⁵⁷.

In this sense, time becomes the denominator of output with the assumption that capital, energy, and other factors are regarded as aids, which make individuals more productive²⁵⁸. It sees job performance as more intensive use of such resources as labor and machines which should reliably indicate performance or efficiency if measured accurately.

However, it is important to separate job performance from the intensity of labor, because while labor job performance reflects the beneficial results of labor, its intensity means excess effort and is no more than work speed-up²⁵⁹. The essence of job performance improvement is working more intelligently, not harder. Real job performance improvement is not achieved by working harder for this will result in very limited increases in job performance due to man's physical limitations. Another scholar suggested that job performance refers to a measure of the quantity and quality of work done, bearing in mind the cost of capital used²⁶⁰.

Education and training only enable people in advanced societies to compete with the best in the world. Under the human capital theory, the task of government is to foster conditions that encourage growth in the stock of human capital, since this is seen as vital to the performance of knowledge-based economies in a globalized society. Workers were regarded as commodities that were subject to the natural laws of supply and demand. Classical economists are readily acknowledged for workers' motivation, their abstractions were based only on the economic aspects of reality. In the production process, workers are undifferentiated and are seen as passive instruments. It was also affirmed that performance is a function of capacity in form of ability, health, intelligence, willingness, and opportunity to perform²⁶¹.

Essentially, performance is related to the extent to which an employee or organization can accomplish assigned tasks and how the accomplished tasks contribute to the realization of the organizational goals²⁶². Employee performance can also be expressed as job performance, employee productivity, and employee efficiency and effectiveness. A scholar defined employee performance as an employee's contribution to the organization,

arising from the job objectives, schedules, deadlines, and product/service requirements⁸². To utilize employees effectively as a valuable resource of the organization. Attention must be given to the relationship between staff and the nature and content of employees' job functions²⁶³.

Organizational job design has a significant effect on staff. It's also important to know the quality of working life. To overcome the challenge of ineffective performance, the organization needs to know what the staff needs and how best to make work more satisfying. To assess employees' performance, an evaluation must be done on employees over some time. This will help improve employees' performance subsequently, their remuneration, and also foster communication between managers and employees and increase the employees' and the organization's effectiveness. On the other hand, it can also have negative effects such as; causing resentment, reducing motivation, diminishing performance, and even exposing the organization to legal action²⁶⁴. Evaluation of staff performance serves an administrative purpose.

It also provides managers with the information they need to make a salary, promotion, and dismissal decision; helps employees understand and accept the basis of those decisions and, if necessary, provides documentation that can justify those decisions in court. Appraisal serves a developmental purpose. The information gathered in the appraisal can be used to identify and plan the additional training, learning, experience, or another improvement that employees require. In addition, the manager's feedback and training based on the appraisal help employees improve their day-to-day performance and can help prepare them for greater responsibilities in the future²⁶⁵.

Evaluation of job performance has increasingly become part of a more strategic approach to integrating human resources activities and business policies which can be seen as a generic term covering a variety of activities through which organizations seek to assess employees and develop their competence, enhance performance and distribute rewards²⁶⁶. Job performance is the behavior of employees that is relevant to the goals of the organization. Understanding how to improve and promote job performance is a major concern of every organization and it's very important for the realization of organizational goals. Employees' performance has become debatable so much that organizations go to great lengths to appraise and manage it. Performance reflects the organization's ability to achieve its goals through positive contributions from organizational members²⁶⁷.

2.3.4 Employees' Job Performance

Attributes possessed by each individual determine the job performance of employees. Conversion of input to output is a parameter for measuring workers' efficiency. It helps in knowing how the degree of efficiency of employees. Also, when an employee can transform something into a product of higher value, the worker is said to be efficient²⁶⁸. Workers' efficiency is the total of physical and mental efforts used in the creation of goods and services while workforce job performance is the real economic output by a worker per labor hour. An increment in workers' job performance can be measured by the change in economic output per labor hour over a specific period. It is also seen as the amount of output that is obtained from each employee in a given period of time²⁶⁹.

Job performance is also the ratio of the total output to the total input which shows how the workers in an organization are working at a particular point in time. Therefore,

workers' job performance is the total quantity of goods and services that an employee produces in a given amount of time²⁷⁰. The greater the level of workers' job performance in an organization, the greater the competitive edge it has over others. This is due to the costs associated with the production of goods and services being lesser. Better job performance ratios do not automatically mean that more output is manufactured. It could also mean that fewer workers or less financial resources and time were utilized in producing a similar output²⁷¹.

It was stated that job performance may be denoted in form of quality, quantity, time, and cost. Evaluating job performance deals with measuring the length of time it takes an average employee to produce a specified level of output. It was further clarified that job performance deals with time and application of the generic system of calculation²⁷². To some scholars, the concept of job performance deals with a relationship between outputs from a given system over a given period, and inputs to that system during that same period should be generic and universal. Another scholar posited that job performance is the relationship between goods produced and sold or services provided the output and the resources consumed in doing it. Economic growth in an economy or a sector can thus be ascribed to increased or more effective work by those who are employed. Workers' job performance is thus a critical determinant of cost efficiency²⁷³.

Many organizations have now discovered that they need to produce dynamic qualities to their unique strength to achieve a competitive edge in the changing economic phase. The collective nature of personnel's responsibility directly or indirectly may impact the success or failure of any project being handled by the organization due to the organization's performance. The term "performance" is derived from the word "job

performance” or “actual performance” which is work or actual achievement acquired by someone. It’s considered the quality or quantity of work done or achieved by an employee in executing his function which is by the responsibilities assigned to him or her²⁷⁴.

Performance refers to the overall success of an individual in executing activities over some time, as measured against excellent potentials such as work standards, objectives, or established criteria that have been mutually agreed upon. Employee performance is defined as what employees can or cannot do. The whole effort is carried out to enhance the performance of a firm or organization, including the performance of each individual and workgroup inside the enterprise, which is referred to as performance management²⁷⁵.

Employee performance refers to the actions that workers do in performing the organization’s work. It must be noted that individual talents, abilities, and qualities influence performance in carrying out its responsibilities, which is always related to employee work engagement and the degree of the reward granted. Employee performance relates to how company employees act at work or how successfully they carry out the tasks assigned to them. To provide good value to consumers, cut waste, and run effectively, the firm often sets specific goals for specific workers and the company as a whole²⁷⁶.

An employee’s performance is the degree to which he or she completes the task that constitutes their work. In other words, it is the fulfillment of a particular work judged against predetermined standards of quality, thoroughness, affordability, and pace. Supervisors in the work environment should guarantee employees’ activities and the outcome of these activities should contribute to the objectives of the company. This

procedure calls for an understanding of what results as well as tasks are created, observing whether they take place as well as giving responses to aid workers' spirits as well as to satisfy assumption²⁷⁷.

However, employee performance is connected with productivity efficiency which converts to amount the high quality of outcome, timeliness of result, existence or presence on the work, morale at work, the performance of the job completed as well as the effectiveness of job finished²⁷⁸. It is typical to which somebody does something such as a task or exam. If it is identified by managers or superiors within the company, then it is typically awarded by monetary advantages and other work benefits. All organizational activities, policies, procedures, knowledge management methods, and employee involvement have a significant impact on an individual or an organization's performance. These factors are critical in promoting high levels of employee performance²⁷⁹.

Some researchers believe that managing performance is a structured process in which the important aspects are agreement, measurement, support, feedback, and positive reinforcement, all of which define performance expectations²⁸⁰. Employee performance is defined as a mix of the efficiency and effectiveness of the employee's everyday responsibilities in meeting the stakeholders' expectations²⁸¹. Similarly, employees strongly believe that incorporating the internet into their work helps them improve task processes, knowledge acquisition, and communication quality, resulting in improved individual and organizational performance²⁸².

Some scholars emphasized that improvements in performance assessment systems and performance management methods are highlighted as aspects in the workplace that boost

employee engagement. In the very dynamic and unstable market climate of the twenty-first century period, some scholars supported their thoughts by considering talent management as a vital success component within firms, which has become the most core managerial value²⁸³. Employee performance is the achievement of a given task as judged against the currently recognized criteria of correctness, speed, cost, and competency.

However, when performance is an employee's accomplishment of assigned tasks. The pre-determined standards are set against the actual performances that are measured. Without any rule of measurement, it will be difficult to assess performance. In other words, before claims can be made about the performance of people, there must be some performance expectations. The objective of the employee performance analysis exercise is to review employee performance against set standards and identify the strengths and weaknesses of individuals both in terms of personal characteristics and skills delivery²⁸⁴. Thus, to undertake individual assessments with a development plan to achieve higher productivity and a results-yielding team. It is widely assumed that the improvement in the skills and abilities of workers results in improved employee performance. While there are few careful studies examining the important connection between employee development programs and improved performance, a small group of studies does indicate that employee development programs can have a positive effect on performance.

It was found that a particular employee development approach, given time and support for full implementation, had a direct, dramatic effect on performance. Further studies of this type are needed to support what is generally believed to be true. Employee development can and does have an impact on staff performance. There is virtually no question that effective development programs do change the performance of employees.

Whether training programs, individual inquiry, or any other model outlined earlier, employee development continues to be a critical element that contributes to worker effectiveness and overall performance improvement²⁸⁵.

To handle an under-performing staff, organizations offer their employees' quality training that has little or no effect on the participants' job performance. Ineffectiveness of training or training program or the trainer is always blamed on the wrong approach to the training effort. If training is not the answer, the trainer must identify the root causes of the problem and pass this information on to management²⁸⁶.

It was also noted that performance is measuring the actual results of employees in the organization against the organizational standards to identify the variations and take a decision towards improving or sustaining the forces that arise from the variations. Despite the great relevance of individuals and the widespread use of job performance as an outcome measure in empirical research, relatively little effort has been spent on clarifying the performance concept. Many scholars agreed that when conceptualizing performance, one has to differentiate between an action and an outcome aspect of performance. The behavioral aspect refers to what an individual does in the work situation. It encompasses behaviors such as assembling parts of a car engine, selling personal computers, teaching basic reading skills to elementary school children, or performing heart surgery. Not every behavior is subsumed under the performance concept, but only behaviors that are relevant to the organizational goals, it's what the organization hires one to do and do well²⁸⁷.

It was noted that the success of any system is usually determined by the performance of such system and likewise the failure of any system is determined by the performance of such system²⁸⁸. Therefore employee performance is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior. It was stated that employees' performance is measured against performance standards set by the organization²⁸⁹. Several measures can be taken into consideration when measuring performance. For instance, productivity, efficiency, effectiveness, quality, and profitability measures will be explained one after the other.

Profitability is the ability to earn profits consistently over some time. It is expressed as the ratio of gross profit to sales or return on capital employed. Efficiency is the ability to produce the desired outcomes by using minimal resources as possible, while effectiveness is the ability of employees to meet the desired objectives or target²⁹⁰. Productivity is therefore expressed as a ratio of outcome to that of input. It is a measure of how the individual organization and industry convert input resources into goods and services. Productivity is a measure of how much output is produced per unit of resources employed. Quality is the characteristics of products or services that bear an ability to satisfy the stated or implied needs²⁹¹. It is increasingly achieving better products and services at progressively more competitive price.

2.3.6 Training and Employees Job Performance

Training and manpower development are very important to personnel's job productivity since the formal education system does not adequately provide specified job skills for a position in a particular organization. While few individuals may have the requisite skills,

knowledge, abilities, and competencies needed to fit into a specific job function, some others may require extensive training to acquire the necessary skills to be able to fit in a specific function and also make a significant contribution to the organization's productivity²⁹².

A scholar revealed that a significant relationship was found between the employees' training and their resultant performance in accomplishing different tasks²⁹³. It was found that employees who have taken training were more capable of performing different tasks and vice versa. Training has a direct relationship with employees' job performance and productivity. Some scholars posited that while training is a factor in job performance, it is the combination of factors such as working environment, employees' skills and knowledge, motivation and rewards, communication flow, and organizational culture that significantly improve employees' productivity²⁹⁴.

A scholar argued that employee training equips employees with skills that enable them to become more efficient and productive workers²⁹⁵. Furthermore, well-trained employees often have higher motivation and morale, because they feel that the company has invested in their ability and development. This also results in lower turnover rates. It was founded that trained employees often work better as teams because everyone is aware of the expectations and can achieve them together smoothly.

It was also revealed that four subscales have a significant contribution towards the establishment of an effective training session, training content satisfaction, and transfer of learning²⁹⁶. It was noted that the frequency of training received has an impact on job performance as well as productivity. After analyzing data from employees of the judicial

service of Ghana, He reported that many employees associated frequent-in-service training with improved productivity. Similarly, another scholar found a significant relationship between frequent on-the-job training and employees' productivity²⁹⁷. It was stated that frequently training employees result in employees making fewer mistake, getting more work done in a given period, and manager spending less time on the supervision of employees.

It was argued that lack of frequent training is not necessarily the cause of the underperformance of employees. Emphasis was laid on the need to determine whether a problem can be solved by training. Whenever employees are not performing their jobs properly, it is often assumed that training will bring them up to standard. This is not always the case. For instance, training is less effective for problems arising from an employee's lack of motivation or attention to the job. Similarly, it was posited that training is not a panacea; it cannot eliminate core problems like low capitalization or product line that does not meet customer's needs²⁹⁸. Despite the importance of training and manpower development in employees' productivity and organizational performance, training programs are not sufficiently supported by organizations in Nigeria²⁹⁹. These organizations consider the money they will spend on their training programs as waste rather than investment.

2.3.7 Overview of Recruitment in Nigeria's Private Sector

Globalization and intensification of information technology have very much influenced recruitment practices in the private sector with most recruitment exercises now taking place online. This new trend which is common in sectors such as manufacturing, telecommunications, and banking gives room for sanity by reducing the barriers posed by

risks associated with road travel as well as transportation costs. It however also has its drawbacks such as the pace of technological development in Nigeria³⁰⁰. Outsourcing is another trend that globalization has necessitated in organizations. Outsourcing refers to the practice of delegating hiring functions to specialist firms to allow organizations to focus on their core areas of operations and more pressing issue³⁰¹.

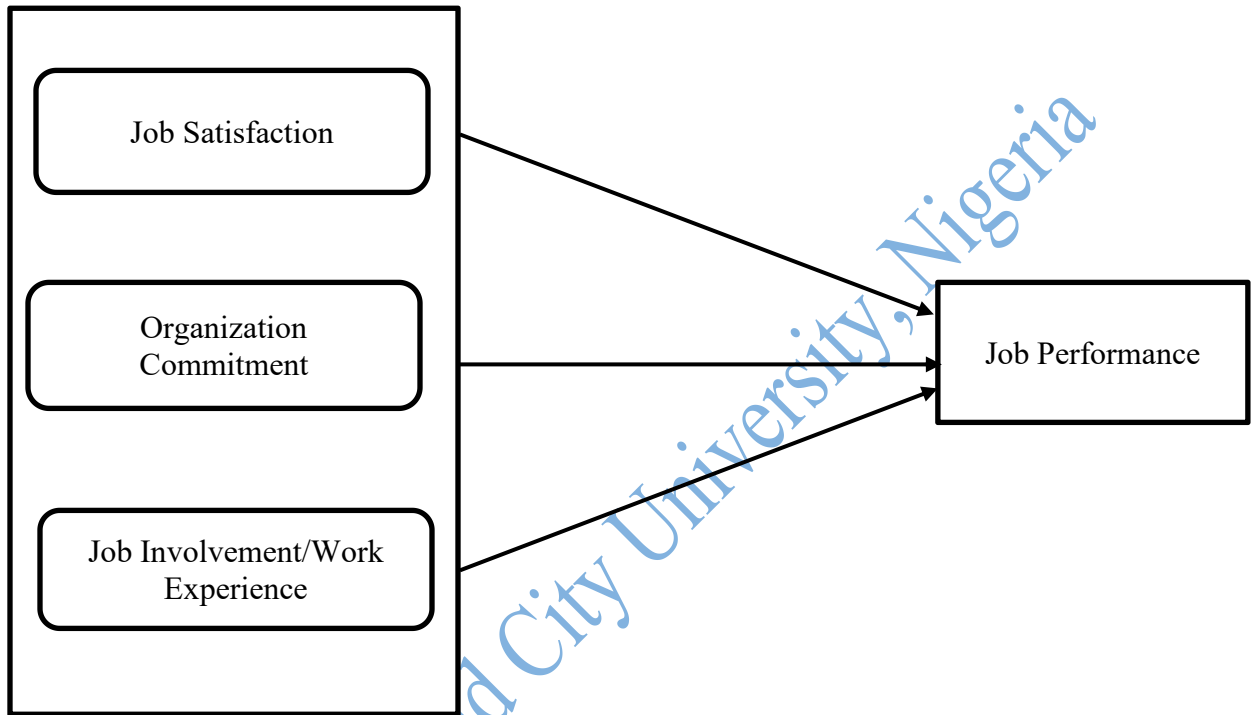
Most private organizations today rely on the expertise of recruitment agencies to fill vacant positions. Some uncertified recruitment agencies have however been found to be involved in the silly practice of extorting job applicants such corrupt practices are however not as rampant in the private sector especially when compared to the public sector³⁰². While politics and personal influence are seen as the key challenges to effective recruitment in the public sector, challenges of effective recruitment in the private sector is mostly attributed to the falling standards of education in the country which is making it increasingly difficult to absorb qualified and highly competent graduates to satisfy the country's employment and industrial base³⁰³.

This is however a pointer to the relevance the private sector places on high entry requirements in terms of candidate competency. Discrimination, particularly based on age and sex also poses a challenge in private sector recruitment. A lot of Nigerian organizations are guilty of gender discrimination with male employees mostly occupying managerial positions, even in cases where it is obvious some women possess the necessary quality and qualifications³⁰⁴.

Some other distinguishing features of private sector recruitments are; placement of recruits in their areas of core competency, use of detailed job descriptions and job specifications, recruitments are also only conducted on a need basis and when true

vacancies exist. This is due to the constant workforce audit and workforce planning activities which is characteristic of private organizations³⁰⁵.

2.4 Conceptual Framework



Source: Author, 2023

Figure 1: Explanation of Job performance, work experience and organization committment

Work experience significantly influences job performance. As employees gain practical exposure and knowledge in their roles, their ability to perform tasks effectively and efficiently improves. Experience equips individuals with the skills and insights needed to navigate workplace challenges, make informed decisions, and adapt to changing job requirements³⁰⁶. Seasoned professionals often exhibit higher job performance levels due to

their accumulated expertise. Employers also benefit from experienced staff, as they tend to require less training and supervision, contributing to cost-efficiency.

From the diagram above, job satisfaction, organizational commitment, job involvement, and work experience are interconnected factors that significantly influence job performance in any organizational setting. Job satisfaction represents an employee's contentment with their job, encompassing aspects such as work environment, tasks, colleagues, and compensation. High job satisfaction often leads to increased motivation, engagement, and overall job performance³⁰⁷. Satisfied employees are more likely to put in extra effort and remain committed to their roles.

Organizational performance on the other hand refers to an employee's loyalty and attachment to the organization. When employees feel committed to their workplace, they tend to stay with the organization longer, exhibit greater effort, and perform better. Their dedication positively affects job performance and contributes to the organization's success. Job involvement signifies the extent to which an employee is mentally and emotionally engaged in their tasks³⁰⁸. Higher job involvement is linked to improved job performance because engaged employees are more likely to focus on their work, seek opportunities for growth, and actively contribute to achieving organizational goals.

Accumulated work experience equips employees with the skills, knowledge, and expertise needed to excel in their roles. Greater work experience is often positively correlated with job performance, as it enhances an individual's ability to handle tasks effectively and adapt to changing work environments³⁰⁹. In conclusion, job satisfaction, organizational commitment, job involvement, and work experience are essential facets of the work environment that collectively impact job performance. Organizations that prioritize these

factors tend to have a more motivated, committed, and proficient workforce, ultimately leading to improved overall performance and competitiveness in the market.

Meanwhile, past research, historical data, books in the library, catalogues, databases, Internet, were widely accessed to arrive at the gaps in literature. The intensive review of literature reveals that, there is a paucity of research focused on the subject of work experience and job performance in both public and private sectors in Nigeria. No dearth of researches focused on the subject of work experience and job performance in the public sector³¹⁰. Though less in number but there are also studies on the impact of leadership style on employee motivation and employee loyalty as well. However, it is very rare to come across studies which have been conducted on the impact of leadership style on commitment and job satisfaction in the education sector.

Therefore, the intention of the researcher is to find out how far the leadership styles become parameters impacting employee job satisfaction in selected sectors like these. The results of the study would equip the organizational leadership to determine which styles to adopt so that the employees are more committed and motivated and hence have a much better engagement and connect with the organization. Adoption of the appropriate style will help induce trust and loyalty for the organization³¹¹.

2.4.1 Training and Development of Employee

Different scholars have defined training in different ways. Some defined it as a systematic acquisition and development of the knowledge, skills, and attitudes required by employees to adequately perform a task or job or to improve performance in the job environment”¹⁴⁸.

Training generally refers to teaching employees how to execute his or her existing duties

as well as assisting employees in acquiring the information and capabilities necessary to be great performers³¹².

Other scholars view training as a planned process to modify attitude, knowledge, or skill behavior through learning experience to achieve effective performance in any activity or range of activities. Its goal is to help individuals improve their talents while also meeting the organization's current and prospective demands. The above definitions did not rule out the vibrant and also transforming nature of the setting in which organizations run. It likewise suggests that training immediately equate to organizational efficiency. Abilities required by staff members are continually transforming; besides, the ever-changing enhancement on details as well as modern technology makes expertise and also abilities outdated in an instant³¹³. This indicates that workers ought to align their demands to that of the organizations needs as well as their very own long-lasting development and the Human Resources Department must think about the future and also present requirements of the organization when preparing for staff training.

Employee development and training are indispensable components of strategic human resources management, as well as a means of reducing uncertainty in the market place and achieving organizational goals. The main goal of employees' development is to help the organization achieve its mission and business goals³¹⁴. To develop the desired knowledge, skills, abilities of the employees, and to perform well on the job, require effective training programs that may also affect employees' motivation and commitment¹⁵³. Training is therefore a necessity in the work place, without which employees would not have a firm grasp on their responsibilities.

Employee training refers to programs that provide workers with information, new skills or professional development opportunities. Past researchers provide the evidence regarding the positive effect of training programs on both employees and organizational performance. On one hand, previous work in the field proved that effective training programs lead to superior return on investment, while the other researches mentioned the positive role of training in attaining the supreme levels of employee retention³¹⁵. Technological advancements have brought the need for capabilities and competencies required to perform particular tasks. Thus, to cope with challenges, more improved and effective training programs are required by all organizations and these effective training programs help in constructing a more conducive learning environment for the workforce and train them to cope with the upcoming challenges' more easily and in time³¹⁶.

Managers trying their best to develop the employees' capabilities, and ultimately create good working environment within the organization³¹⁷. Although researches have been conducted in this area, credence has been paid mostly to the private sector. Despite their differing perspectives, all experts appear to agree on one thing: training strives to organizational productivity. Training and development has been a subject of many studies over the years. A survey of 100 sample was conducted, the study observed that there is a positive relationship between training design and organizational performance. Similarly, in some other studies carried out in Pakistan, it was observed that there is a positive correlation between employees' training and organizational competitive advantage. On the other hand, another study pointed out that only off-the job (general) training improves organizational performance, whereas on the job training does not³¹⁸.

Training and development have actually been recognized to be extremely crucial elements of organizational performance. It is not an end objective, instead, training is qualified as a way to an end, that is, the end being effective, reliable work organizations, occupied by educated employees that see themselves as considerable stakeholders in their organizations' success³¹⁹. However, less than 5% of all training programs are analyzed in regards to their monetary advantages to the organization. Relevance of training has actually been recorded for variables besides organizational performance. Several of these added end results are relevant to performance indirectly. Development and training are primarily routed at staff member, yet its supreme effect is likely felt by the organization. When it combined with each other with the human source management techniques training will certainly have the best influence³²⁰.

Several researches have actually amassed assistance for the advantages of training for organizations as a whole. These advantages consist of improved organizational efficiency, for example, efficiency, performance, running income per staff member in addition to various other end results that associate straight, for example, decreased prices, improved high quality, as well as amount or indirectly, for example, worker turn over, organization's credibility, social resources to efficiency³²¹.

It is worth noting that information systems, staff development, and reward schemes all revealed a substantial and substantial link to organizational success. This might be related to the fact that employees in most developing nations are not compensated as well as those in developed countries, therefore workers are more concerned with human resource procedures that could help them earn more money. Several interventions are effective at increasing the benefits of training to the organisation³²².

First, organizations should conduct a needs assessment using experienced subject matter experts to make sure trainees are ready and motivated for training. Second, in terms of design, organizations should apply theory-based learning principles such as encouraging trainees to organize the training content, making sure trainees expend effort in the acquisition of new skills, and providing trainees with an opportunity to make errors together with explicit instructions to encourage them to learn from these errors enhances the benefits of training³²³.

Third, in terms of training delivery, the benefits of using technology for training delivery can be enhanced by providing trainees with adaptive guidance. The model of gauging training efficiency established in the late 1950s can improve the viewed advantages of training from the point of view of different stakeholders at the same time, consisting of those that take part in training, as well as those that fund it, which is the organizations. Numerous studies pinpoint the ecological variables such as managerial assistance as well as chance to perform as mediators of the relationship in between training as well as transfer of training back to the job environment³²⁴.

There are two main theoretical approaches towards employee training and development, they are, the human capital approach and the technology-based approach. The human capital approach regards training as investment in human capital. Thus, training is provided only when the benefit from productivity gains is greater than the cost of training³²⁵. Also, the world economic forum focused on prioritizing training and mentoring. More than half of high-performing companies say they offer supplemental training programs as an employee benefit. In fact, high-performing companies were

nearly ten (10) percent more likely to have a mentoring program as compared to underperformers.

Additionally, high-growth companies are sixteen (16) percent more likely to have a formal mentoring program than underperforming companies. Training programs are important because the new generation of workers expects these initiatives to be in place in order for them to grow and succeed. The survey found that Millennials rated development as a bigger priority than compensation in the United States. This is a big factor in attracting the next generation of talent. Plus, as baby boomers exit the workforce, there will be a strong need for new leaders to replace them. Organizations should start developing leaders through training programs and developmental job assignments in order to be ready for the future³²⁶.

On the other side, the technology-based strategy view training as an ability for development procedure. For this approach, the increased training in the modern period is driven by the swiftly transforming modern technologies and also job reorganization. Therefore, training is given due to the fact that it pleases the useful demands of an organization and also similarly adds to human resources build-up or skill development. These techniques nevertheless, overlooked the content of worker training, which might be a resultant impact of training layout as well as training distribution design³²⁷.

It is believed that the complication regarding staff training can be found in the following four way. For starters, it has nothing to do with the technical components of certain work responsibilities. Moreover, given the fact that many instruction manuals recommend it, previous need evaluation for these training is rarely done. Third, organizations and instructors seldom evaluate the behavior or result improvements that arise as a result of

such training. Whenever there is an evaluation, it is frequently about whether one feels about the training or how one has learnt. The assessment form is known as a “smile sheet” since trainees frequently answer positively to the questions. However, the training's impact is unknown³²⁸. Fourth, despite the lack of empirical proof of a relationship between personal training courses and improved corporate bottom lines, personal development training has grown rapidly.

Training presents a prime opportunity to expand the knowledge base of all employees, but many employers in the current climate find development opportunities expensive. Employees attending training sessions also miss out on work time which may delay the completion of projects. However, despite these potential drawbacks, training and development provides both the individual and organizations as a whole with benefits that make the cost and time a worthwhile investment. The return on investment from training and development of employees is really a no brainer. Human Resource professionals also believe that an organization is only as good as its employees, and this understanding suggests that training should be more specifically responsive to employees training needs³²⁹.

Effective company leaders acknowledge that their one-upmanship in today's market place is the people. They additionally recognize that couple of organizations understand exactly how to handle personnel efficiently, mainly due to the fact that standard monitoring designs are unacceptable in today's vibrant workplace³³⁰. To handle an organization, both little as well as huge calls for staffing them with qualified workers. The education system in Nigeria does not effectively teach work abilities for a placement in a specific organization as well as couple of workers have the requisite understanding,

proficiencies, abilities, and also capabilities required to function. Consequently, several staff members call for comprehensive training on duty to get the needed expertise, abilities, capacities, and also proficiencies required to make substantive payment in the direction of the organization's development³³¹.

The performance and also success of an organization rests on individuals that function and also work within the organization. It adheres to for the reason that for the staff members in an organization to be able to execute their obligations and also make significant payments to the success of the organizational objectives, they require to obtain the pertinent abilities as well as knowledge³³². In the admiration of this reality, it is essential for organizations to determine the training and also development requirements of its workers, with its training requirement evaluation as well as straighten such requirements to the organizational requirements and also purposes in order to actualize the organizational vision and mission.

Hence training encourages employee as well as make them extra efficient and innovative³³³.

Training and development help to ensure that organizational members possess the knowledge and skills they need to perform their job effectively, take on new responsibilities and adapt to changing conditions³³⁴. It is further argued that training helps improve product / service quality customer satisfaction, productivity, morale, business development and profitability. Well-trained workers are more capable and eager to exercise greater authority over their employment; they require less oversight, allowing organizations to focus on some other activities; because staff are better qualified to answer client queries, rising consumer loyalty. Staff understand their jobs are also less

quick to argue, are far happier, and driven, which improves managerial interactions. Among the most essential components in employees' motivation is the ability to continue to develop via training and development³³⁵.

Emphasis placed by any organization on training and development of its employees determines the productivity of the organization¹⁷¹. Technological innovation which occurs everyday, renders today's skills and method ineffective for tomorrow's activities. Thus, one crucial function of management is to ensure that employees without necessary skills are helped to acquire them, while those who do are helped to update them. Furthermore to emphasize the importance of capacity building in employees, the International Labour Office also affirmed that development and training improve their trainees "prospects of finding and retaining jobs" while also improving their productivity at work, their income earning capacity and as a result their living standard. It also effectively widens their career choices and opportunities³³⁶.

Another scholar also conceptualized performance as a manageable human resource phenomenon to achieve prescribed outcomes, using insights from open systems thinking in cybernetics³³⁷. Three main elements are placed in a linear arrangement: inputs, throughputs, and outputs, and understood in terms such as the application of knowledge and skills to transform the input factors into tangible outcomes managerially desired behaviors and goal attainment. Locating the definition organizationally, a scholar explained that each of the systemic factors that may be subject to performance management interventions may be extended to include collective and, in turn, organization-wide dimensions, where managers take active steps to align people with

processes and forming a technical system from which to deliver, desired levels of service delivery in cost effective ways³³⁸.

In view of the dynamics in the modern day business environment, capacity building and manpower development is one of the key activities that any organization must engage in if it hopes to survive. A capacity building and manpower development unit (training) is created in any organization to coordinate all training activities of the organization. It has the responsibility of determining training and development need by deciding when and what kind of training, for whom, where, under what conditions, at what cost and by whom the training will be implemented. All these activities are necessary to enable the organization derive the utmost benefits from its capacity building activities³³⁹.

2.5 Summary of Gaps in Literature Reviewed

The literature review for the study on work experience and job performance in the private sectors of southwest Nigeria revealed several notable gaps that underscore the significance of this research endeavor. Firstly, while there is extensive literature on the relationship between work experience and job performance, the context of South West Nigeria's private sector remains underrepresented. Most existing studies focus on developed economies, and there is a paucity of research examining how work experience impacts job performance within the unique socio-economic and cultural landscape of this region.

Secondly, limited attention has been given to the interplay between work experience, job performance, and employee productivity specifically in the Nigerian context. Productivity is a crucial factor in organizational success, and understanding how work experience influences this productivity is essential for enhancing workforce performance. Furthermore, the literature review revealed that there's room for exploring the role of job

satisfaction, organizational commitment, and job involvement in mediating or moderating the relationship between work experience and job performance. These psychological factors play a pivotal role in shaping employee behavior and performance but require further investigation in the Nigerian private sector.

In conclusion, this study addresses critical gaps in the existing literature by examining the interconnections between work experience, job performance, and employee productivity within the private sector of South West Nigeria. By doing so, it aims to provide valuable insights for organizations, policymakers, and scholars seeking to optimize workforce performance in this dynamic and evolving economic region.

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Chapter Three

Methodology

3.1 Research Design

The research designs adopted for this study is descriptive research design. The choice of this design was hinged upon its ability to solely describe the situation or case under research study. It is a theory-based design which is created by gathering, analyzing, and presenting collected data. This allows a researcher to provide insights into the why and how of research. Descriptive design helps others better understand the need for a research endeavor. Descriptive research does not fit neatly into the definition of either quantitative or qualitative research methodologies, but instead it can utilize elements of both, often within the same study. The term descriptive research refers to the type of research question, design, and data analysis that will be applied to a given topic¹.

3.2 Population of the Study

The study population for this thesis were people who are gainfully employed in the private sector especially in Lagos and Ibadan who are currently engaged in formal or informal job descriptions within such organizations. The respondents will range from Interns to Contract/Casual Staff, Volunteers and full staff members. This people will be able to provide useful information to the research questions and assist in achieving the

objectives of the research process. The Human Resource Departments of several of these organizations will also be approached to gain data on the work opportunities and conditions from the management side of the study.

Two study areas were selected for this research. Ibadan and Lagos, both representing the south west of Nigeria were selected in terms of the socio political features and economic dynamics in those places. They have relatively peaceful societies and also enjoy normal economies based on Nigerian standards. Companies and other economic ventures in Lagos as well as Ibadan ought to have remarkable output and productivity. This research work aims to understand the business environment and the condition of working in those places in order to understand the level of work experience amongst their workers and the implications these have on the overall performance of the work force.

3.3 Sample and Sampling Technique

In the conduct of this research, purposive sampling of relevant research report identified earlier will be the major research instrument. The researcher also made use of content analysis in the interpretation of data collected. The researcher selected 30 contrasting businesses in and around Ibadan and Lagos, whose residents seem to be well employed in the private sector and have different combinations of economic and/or cultural capital. The study deliberately does not seek to examine those in the poor or rural areas because data gathered from them might be inconclusive on employment and productivity unless they are hosting relevant investors in the private sector such as mechanized farms, factories and manufacturing plants.

Using the population census data from 2006 as a sampling frame, 4 people will be selected in each of the 15 organizations to be visited in Ibadan and the other 15 to be

visited in Lagos and then the interviews will be arranged according to the spatial distribution of the companies or businesses. It is hoped that this study will be able to sample about 4 contacts in 15 companies in Lagos which will come to 60 and another 4 contacts in 15 companies in Ibadan making another 60. 60 respondents to represent the Ibadan side of the study and another 60 to represent Lagos will add up to about 120 respondents. This sampling strategy will allow the study to examine similarities and differences among interviewees within each area and between areas.

3.4 Instrument of Data Collection

The primary instrument for data collection in the study on Work Experience and Job Performance in the Private Sectors of South West Nigeria was a questionnaire. This structured survey instrument allowed researchers to systematically gather data from a diverse sample of participants in various industries within the private sector. The questionnaire likely included a mix of closed-ended questions, offering respondents predetermined response options, and possibly open-ended questions for more in-depth insights. Using questionnaires provided a standardized approach to collect data efficiently, enabling researchers to quantitatively analyze work experience, job performance, and related factors while ensuring consistency in responses across participants, thus facilitating a rigorous and comprehensive study.

3.5 Validity of Research Instrument

The validity of the research instrument, in this case, the questionnaire, is crucial for ensuring the accuracy and reliability of the study's findings. In terms of content validity, the researcher will likely conduct a thorough review of the questionnaire's content to ensure that it adequately covered all relevant aspects of work experience and job

performance. This process involved input from subject matter experts to confirm that the questions were comprehensive and aligned with the research objectives. The questionnaire's design likely incorporated established constructs and theories related to work experience and job performance. This ensures that the questions accurately measure the intended concepts and relationships being investigated.

3.5 Reliability of the Research Instrument

The reliability of the research instrument, the questionnaire, in the study on Work Experience and Job Performance in the Private Sectors of South West Nigeria is critical for ensuring that the data collected is consistent and dependable. The reliability coefficients was calculated using the Crombach Alpha Formula to be 0.84.

3.7 Administration of Instrument and Method of Data Collection

In the study on Work Experience and Job Performance in the South West region of Nigeria's private sectors, a comprehensive approach was employed for the administration of instruments and data collection. Primary data was collected through structured surveys and interviews conducted with employees across various organizations in the private sector. These instruments were carefully designed to extract information on work experience, job roles, and performance indicators. Additionally, secondary data was gathered from existing sources, such as industry reports, company records, and academic studies, to provide a broader context. This mixed-method approach allowed for a robust analysis, offering a holistic understanding of the relationship between work experience and job performance in the region.

3.8 Method of Data Collection

Surveys can be divided into two broad categories: the questionnaire and the interview. Questionnaires are usually paper-and-pencil instruments that the respondent completes. Interviews are completed by the interviewer based on the respondent says. Sometimes, it's hard to tell the difference between a questionnaire and an interview. For instance, some people think that questionnaires always ask short closed-ended questions while interviews always ask broad open-ended ones. Interviews are a far more personal form of research than questionnaires. In the personal interview, the interviewer works directly with the respondent. Unlike with mail surveys, the interviewer has the opportunity to probe or ask follow-up questions. And, interviews are generally easier for the respondent, especially if what is sought is opinions or impressions. Interviews can be very time consuming and they are resource intensive. The interviewer is considered a part of the measurement instrument and interviewers have to be well trained in how to respond to any contingency.

Key Informant Interview: Key informant interviews are qualitative in-depth interviews with people who know what is going on in the community. The purpose of key informant interviews is to collect information from a wide range of people such as workers, entrepreneur, human resource workers, unemployed people and government representatives. KIIs can be conducted either through the telephone or face to face. Face-to-Face interviews are the most frequently used format. It is more resource intensive because it requires additional scheduling and logistical planning. The advantages to this technique are that it provides a free-exchange of ideas, and lends itself to asking more complex questions and getting more detailed responses.

Key Informant Interviews involve interviewing people who have informed perspectives on an aspect of the program being evaluated. Key informant interviews are qualitative, in-depth interviews of people selected for their first-hand knowledge about a topic of interest. The interviews are loosely structured, relying on a list of issues to be discussed. KIIs are similar to conversation among acquaintances which allows free and easy flow of information. Although key informant interviews are widely conducted in development settings, the quality and nature of the information they generate debates for a variety of reasons. Key informants may not be carefully selected or interview guides may be inappropriately designed or not prepared in advance. When questions are inaptly worded and clumsily asked or the responses are not properly recorded and systematically analyzed it would be hard to verify the findings of the conducted study.

Key informant interviews involve interviewing a select group of individuals who are likely to provide needed information, ideas, and insights on a particular subject. Two characteristics of key informant interviews need special mention;

1. Only a small number of informants are contacted and interviewed. Those respondents are selected because they possess information or ideas that can be solicited by the researcher. Depending on the nature and scope of an inquiry, the researcher identifies appropriate groups from which the key informants are drawn and then selects a few individuals from each group. The number of key informants usually range from 15 to 35 people.
2. Key informant interviews are essentially qualitative interviews. They are conducted using interview guides that list the topics and issues to be covered during a session. The interviewer frames the actual questions in the course of

interviews. The atmosphere in these interviews is informal, resembling a conversation among acquaintances. The interviewer subtly probes informants to elicit more information and takes elaborate notes, which are developed later. If all the relevant items are not covered in a session, the interviewer goes back to the key informant.

These are taken to equate here to in-depth, individual interviews which are either unstructured (completely free), structured (strict adherence to a set of questions) or more commonly semi-structured (set questions with scope for follow-ups and free discussion). Key informant interviews involve a set of (prepared but not rigidly applied) open and closed questions. They are very useful when capturing softer data and during fact-checking claims or assumptions about a project/ programme. These interviews can offer rich data and tend to last between half an hour and an hour. A researcher using KII will have to work out who the key people are in the interview as well as when they should be approached and why they are key to the study being conducted. Key informant interviews cannot include everyone. Identifying the key beneficiaries, stakeholders, participants from the organizations would be an objective of this research in line with this method of data collection. Sometimes researchers may just have to go with whoever is available but if one plans well enough in advance, chances of getting better quality data are increased. Key informant interviews are most often semi-structured and are conducted with individuals who are well placed to provide first-hand insights into your subject matter.

KII is a very good instrument because information comes directly from knowledgeable people, key informant interviews often provide data and insight that cannot be obtained with other methods. Key informants may provide confidential information that would not

be revealed in other settings. Key informant interviews provide flexibility to explore new ideas and issues that had not been anticipated in planning the study but that are relevant to its purpose. The investigator can pursue this issue with other key informants, even though it was not included in the original interview guide. Such a change is not possible in sample surveys and censuses.

The Key Informants in this study will be interviewed through one of the following media:

1. **Face-to-Face Interviews:** An interviewer can prepare a list of important interview questions in addition to the already asked survey questions. This way respondents provide exhaustive details about the topic under discussion. An interviewer can manage to bond with the interviewee on a personal level which will help him/her to collect more details about the topic due to which the responses also improve. Interviewers can also ask for an explanation from the interviewees about unclear answers.
2. **Telephone Interview:** Irrespective of the distance between the interviewer and the interviewee and their corresponding time zones, communication becomes one-click away with online interviews. In case of telephone interviews, the interview is merely a phone call away. Telephone interviews enable a researcher to gather information rapidly. Most of the major public opinion polls that are reported were based on telephone interviews. Like personal interviews, they allow for some personal contact between the interviewer and the respondent. And, they allow the interviewer to ask follow-up questions.

3.7. Method of Data Analysis

Analyzing work experience and job performance in the private sector in Nigeria's South West region requires a multifaceted approach. First, conducting surveys and interviews with employees can provide valuable insights into their work history, responsibilities, and perceived job performance. Secondly, performance metrics, such as sales figures, project completion rates, and customer feedback, should be systematically gathered and analyzed. Additionally, comparing the qualifications and experience of successful employees against underperformers can identify patterns and areas for improvement. Furthermore, examining industry-specific benchmarks and regional economic trends can contextualize job performance data. A comprehensive analysis of work experience and job performance in Nigeria's South West private sector should employ both quantitative and qualitative methods to yield actionable insights for organizations in this dynamic region.

Endnote

1. M. P. Juanpera, Blechinger, Laia Ferrer-Martí, M. M. Hoffmann, & R. Pastor, *Multicriteria-based methodology for the design of rural electrification systems. A case study in Nigeria*, **Renewable and Sustainable Energy Reviews** 133, 2020, Pg 110243.

Chapter Four

Results and Discussion of Findings

In the conduct of this research, purposive sampling of relevant research report identified earlier will be the major data collection method. The researcher also made use of content analysis in the interpretation of data collected. The researcher selected 30 contrasting businesses in and around Ibadan and Lagos, whose residents seem to be well employed in the private sector. The study deliberately does not seek to examine those in the poor or rural areas because data gathered from them might be inconclusive on employment and productivity unless they are hosting relevant investors in the private sector such as mechanized farms, factories and manufacturing plants.

4.1 Presentation of the Socio-Demographics of Respondents

Gender	Frequency	Percent	Cumulative Percent
Male	209	62.8	62.8
Female	124	37.2	100.0
Total	333	100.0	
Age			
Below 20	27	8.1	8.1
21-30	113	33.9	42
31-40	87	26.1	68.1
41-50	46	13.8	81.9
51 and above	60	18.1	100.0
Total	333	100.0	
Marital Status			
Single	97	29.1	29.1
Married	193	58	87.1
Widow	43	12.9	100.0
Total	333	100.0	
Religion			
Christianity	193	57.9	57.9
Islam	140	42.1	100.0
Total	333	100.0	
Years in politics/service/voting			
Below 5	73	21.9	21.9
6-15	137	41.1	63
16-25	100	30	93
26-35	23	7	100.0
Total	333	100.0	
Education Background			
OND/DIP	57	17.1	17.1
B.Sc./HND	186	55.9	73
MPA/MBA/M. A/M.Sc.	40	12	85
Ph.D.	33	9.9	94.9
Others	17	5.1	100.0
Total	333	100.0	

Source: Field Report, 2023

Table 4.2 above showed that 209(62.8%) of the respondents are male, while 124(37.2%) of the respondents are female. This gender disparity however has no implication for the data collected since the information needed for the study are not gender-based. The socio-demographic features of the respondents showed the age distribution of the respondents 27(8.1%) of the respondents are below 20 years. Also, 113(33.9%) of the respondents are between 21-30 years, 87(26.1%) of the respondents fell within the age range of 31-40 years, 46(13.8%) of the respondents are between 41-50 years and 60 (18.1%) of the respondents fell in the age bracket of 51 years and above. This feat of the respondents engendered matured and reliable responses for this study.

About the marital status of the respondents 97(29.1%) of the respondents were single, 193(58%) of the respondents were married and 43(12.9%) of the respondents were widows. The respondents are religious they belong to both Christianity 193(57.9%) and Islam 140(42.1%). This also indicates that the respondents, on a religious basis, seem to have provided true and sincere information on the subject matter. In respect to years in politics/service/voting 73(21.9%) of the respondents fell below 5 years, 137(41.1%) of the respondents between 6-15 years, 100(30%) of the respondents between 16-25 years and 23(7%) of the respondents within 26-35 years. This revealed that the respondents have experience in the subject matter. It was also noted in Table 4.1 that 57(17.1%) of the respondents had OND/DIP Certificates, 186(55.9%) of the respondents had B.Sc./HND Certificate, 40(12%) of the respondents had MPA/MBA/M. A/M.Sc. Certificate, 33(9.9%) of the respondents had PhD Degree while 17(5.1%) of the respondents had other Certificates.

4.2 Presentation of Research Questions

4.2.1 Research Question One: What is the Nature of Private Sector Operations in Nigeria?

Private sector operation in Nigeria is now a fundamental element of discourse around state modernization especially in the face of fiscal crisis in and acute unemployment state economies. Unemployment rate in Nigeria rose from 27.1 percent to 33.3 percent from December 2020 to March 2021, according to the National Bureau of Statistics. The NBS explained that the number of unemployed Nigerians rose to 23.19 million in the fourth quarter (Q4) of 2020 on the back of job losses occasioned by the outbreak of COVID-19 pandemic and its stifling impact on businesses during the period.

The Q4 unemployment rate report revealed that the number is 6.5 percent higher compared to 21.77 million. Ever since the report was released, there have been arguments back and forth on the true unemployment state in the country. The increase in the unemployment rate of labor to 33 percent in Nigeria is not surprising. The prevalent socio-economic conditions in the country are precursors to this parlous situation. If things continue the way they are, the situation can get worse. This study provides an overview of the results of the south western region enterprise development survey to examine the nature of private sector operations and its contribution to economic growth and development of Nigeria. The private firms interviewed in Ibadan and Lagos state are spread across six classes to cover the sampled research participants as stated in the methodology: Chemicals/Paints, Food/Beverage, Textile, Paper-Printing-Publishing, Pharmaceuticals, Plastic, Wood, Metal, non-Metal.

Table 4.2.1: Distribution of Sampled Private Firms in Ibadan and Lagos, Nigeria.

Nature/Category of Firms	Ibadan	No. of employee	Lagos	No. of employee
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		contacted		contacted	
Food/Beverage	2	4	3	6	
Chemical/Plant	4	8	3	6	
Metal	2	4	2	4	
Non-Metal	N/A	0	1	2	
Paper/Printing/Publishing	1	2	2	4	
Pharmaceuticals	1	2	2	4	
Plastics	3	6	1	2	
Textile	N/A	0	1	2	
Wood	2	4	N/A	0	
Total No. of Firms Surveyed	15	30	15	30	

Source: Field Report, 2023

4.2.1.1 Interpretation of Result

Using a purposive sampling technique, 2 employees were selected in each categories of firms surveyed in this study. For instance, in each of different private firms surveyed in Lagos and Ibadan, the researcher intimated the variables in research question one on the nature of firm operations in Nigeria's private sector especially in the researchers study area. Different responses were gleaned from the 30 respondents from the 15 private firms contacted.

In this study, although private sector remains a major employer of labour. In 2015, the report of National Bureau of Statistics found that the creation of just 4,818 jobs in the public sector out of the total 475,480 new jobs created in the third quarter of the year 2015 implies that almost 99 percent new jobs in Nigeria were created in the private sector which include both formal and informal jobs. Despite its contribution to employment generation, preference for job positions in public sector is still significantly high. In another view, In addition, findings of some scholars revealed that preference for stable and well-paid public sector careers 'give rise to job queues and wait unemployment' and

it's preferred over private sector work. The time spent in seeking a career in the public service only comes with social opportunity cost.

As a consequence, this had prevalently caused low labor productivity, killing initiatives, increasing number of job seekers, sustaining corruption, and sabotaging government efforts towards unemployment alleviation, among other negative consequences of increasing unemployment rate. According to a study, public sector no longer guarantees a 'job for life' or a cushy career. Between 2009 and 2015, the public sector workforce fell by 969,000. Instead of expecting hardly working public sector workers while 75 per cent of them had increased in the past year, and 46 per cent said they had too much work to do. While testing the below variables from respondents on why employees prefer working in the public instead of private sector.

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4.2.2 Research Question Two: What Are The Factors That Influence The Career Choice Of Workers In The Private Sector?

Table 4.2.2: Distribution of Respondents based on Factors Influencing Career Choice in Nigeria’s Private Sector

Sectoral Work Preference Variable	% (Lagos)	Rating	%(Ibadan)	Rating
Job Security	24%	1	28%	1
Nature of Public Service	14.2%	4	16%	2
Economic Benefit	16.8%	2	15%	3
Negative Perception of the Current Working Condition	17%	3	6%	6
Societal Value attached to Public service	3.3%	9	3%	9
Personal Reasons	7.7	5	8%	5
Prospect for Career Development	5%	7	11%	4
Altruistic Service Motives	4%	8	1%	10
Challenging Works environment	2.3%	10	7%	7
Enhancement of Collectivity	5.7%	6	5%	8
Total	100%		100%	

Source: Field Report, 2023

4.2.2.2 Interpretation of Result

Table 2 presents the distribution of respondents based on parameter indicated for career preference in either public instead of private sector in Nigeria. In Lagos and Ibadan different reasons were given for different preferences. For instance, while in Ibadan is social security (28%), Personal reasons (8%), and social values attached to public sector work (3%) were the most similar influencing factor for choosing public sector work over and above others. This is almost being replicated by respondents in Lagos. For instance, Social security (24%), Personal reasons (7.7%), and social values attached (3.3%). Respondents reacted differently to other variables like economic benefit, nature of current working conditions, nature of service, enhancement collectivity, altruistic motive and challenging working environment in the two cities.

4.2.3 Research Question Three: How Does the Effect of Employee Work Experience in Nigeria’s Private Sectors Affect Job Performance?

Table 4.2.3 Effect of Employee Work Experience In Nigeria’s Private Sectors And Job Performance Level

No	Class Interval	Frequency	Rel. Frequency
1	87 – 91	4	3,77
2	92 – 96	12	11,32
3	97-101	25	25,58
4	102 – 106	18	16,98
5	107-111	21	19,81
6	112 – 116	16	15,09
7	117-121	9	8,49
8	122 -126	1	0,94
	Total	106	100,00

Source: Field Report, 2023

4.1.2 Interpretation of Result

From the frequency distribution table it can be seen that the highest score is 97 - 101 (23,58%), then the value group 107 - 111 (19,81%), score group 102 - 106 (16,98%), score group 112 - 116 (15,09%), the score group 92 - 96 (11,32%), the score group 117 - 121 (8,49%), the score group 87 - 91 (3,77%), and the lowest scores in the score group 122 - 126 (0,94%). The average score is in grades 102 - 106, about 38.68% of respondents' answers are below average and 61.32% of respondents' answers are on average and above average.

4.2.4 Research Question Four: What is the Relationship between Work Experience and Employee Job Satisfaction in Nigeria’s Private Sector?

Table 4.2.4: Worker’s experience and employee job satisfaction level

S/N	Statement	Mean	SD
1	Capable of Interpreting and executing organizational goals	3.75	0.81
2	Believed that work experience and work place expectation differ hugely	3.93	0.82
3	Believed that private organization has a position for them	3.33	0.70
4	Believed in teamwork	4.32	0.66
5	Analyzed information before making decision	3.93	0.68
6	Job security is not assured	4.12	0.71
7	Nature of Service in Private Sector is preferable than in the public sector	2.75	0.68
8	Believed that Economic Benefits of working in the private sector than in public sector	4.04	0.89
9	Believed that there is huge societal value attached to working in public service than private sector	2.86	1.16
10	Believed that there are negative perception of the current working condition since it’s not pensionable but there are gratuity allowances	3.33	0.91
11	Believed that there is prospect for career development in the public sector than private sector	3.91	0.76

Source: Field Report, 2023

4.2.4.1 Interpretation of Result

Based on previous survey in Table 3, eight (8) items were reported to have high scores of more than 3.5 which are related to Job security is not assured, career prospect, economic benefits, fast decision making, team work etcetera. Items not shown in this category include; non assurance of gratuity and pension allowances, low societal value attached to working in the private sector, nature and condition of services are better in the public sector than in the private sector.

4.2 Discussion of Findings

As shown in the sampled employees in most private firms in Ibadan and Lagos, work experience positively affects employee's job performance. Experience is a factor to assess how long a person knows or exchanges knowledge with others to be able to carry out their work effectively¹. Employees work experience is one element of maturity, it's concerned with the knowledge and skills that can be gained through education, training and experience. It's acquired or enhanced through education. While skills acquired and improved through practice and work experience. Experience is a major factor in a person's development, whereas experience is only possible in their environmental relationships².

From the various theories and explanations above can be synthesized that work experience is the level of mastery of knowledge and skills of a person in his work that can be measured from the period of work and from the level of knowledge and skills possessed. The indicator is 1) the length of time or period of work, 2) the level of knowledge and skills possessed, 3) Mastery of work and equipment. In this study, for instance, based on the parameter indicated for career preference in either public instead of private sector in Nigeria presented in table 2. In Lagos and Ibadan different reasons were given for different preferences.

While in Ibadan, Job security, Personal reasons, and social values attached to public sector work were the most similar influencing factor for choosing public sector work over and above others. This is almost being replicated by respondents in Lagos. For instance, Job security, Personal reasons, and social values attached. Respondents reacted differently to other variables like economic benefit, nature of current working conditions,

nature of service, enhancement collectivity, altruistic motive and challenging working environment in the two cities. Based on the findings in table 3, eight (8) items were reported to have high impact on work preference in public sector as against private sector. This include; job security is not assured, career prospect, economic benefits, fast decision making, team work etcetera. Items not shown in this category include; non assurance of gratuity and pension allowances, low societal value attached to working in the private sector, nature and condition of services are better in the public sector than in the private sector.

Sufficient work experience for an employee will have good work skills. Employee who have high skills in their fields have knowledge, intelligence and experience in doing tasks are not easily affected by others. Thus, it is clear that experience is a lesson that will result in a change toward the maturity of behavior, an increase in understanding and enrichment of information. From this study found the result that work experience has a direct positive effect on the employee job performance. The implication is that if work experience is improved, it will lead to an increase in the employee work skills. In addition, work experience also has a direct positive effect on employees work commitment.

The implication is that if work experience is improved, it will result in increased commitment and job performance of employees work. Improving work experience can be done through several things, such as: A) The ability of the employee to accomplish difficult work must be improved. B) The employee skills should be improved. C) Improving the quality and quantity of training for employees. From the above explanation proves the results of this study in accordance with previous findings about

the direct influence of work experience on employees' job performance. This is also in line with the fundamental assumptions of human capital theory which provides evidence that indicates that education raises the productivity of workers by imparting useful knowledge and skills, hence raising workers' future income by increasing their life time earnings. In particular, this theory draws a crucial distinction between general education and firm specific training and recognized training and human development as a basic skill provided for higher productivity of a worker either in public or private sector.

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Endnote

1. M. A. Momoh. *Private participation in infrastructure: the Nigerian Experience*. **International Journal of Economics and Finance**. Vol. 11 (9): 2019, 413 – 424
2. M. Said. *Compensating differentials and the queue for public sector jobs: evidence from egyptian household survey data*. (Working Paper No. 136). Department of Economics. SOAS, University of London.
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Chapter Five

Conclusion

5.1. Summary of Findings

Every undertaken scientific study or research is conventionally presented in chapters for quick perusal and the digestion of the ideas therein. Therefore, this study is not an exemption. Chapter one begins with the background overview and array of steps to taken to carry out the study which include the statement of the problem, research questions and objectives, methodology of the research and the significance of the study. Chapter two featured a review of related literatures and a broad rejoinder of the existing body of scholarship on human capital, work experience, job performance, and job satisfaction exemplifies by empirical and scholarly debates and different theoretical approaches, the fit between scholarship and the likely broad constellation of its directions in the foreseeable future. Chapter three examines the methodological outfits that best capture and answer the research questions. The research designs adopted for this study is descriptive. The choice of this design was hinged upon it ability to solely describe the situation or case under research study. It is a theory-based design which is created by gathering, analyzing, and presenting collected data. This allows a researcher to provide insights into the why and how of research. Conversely, this chapter also gives underlying insights on work experience and job performance. Chapter four descriptively revealed the study findings by responding to the research questions and providing answers to the research problem. The study revealed that work experience positively affects employee's job performance of employees in most private firms in Ibadan and Lagos. Experience is a

factor to assess how long a person knows or exchanges knowledge with others to be able to carry out their work effectively. Employees work experience concerned with the knowledge and skills that can be gained through education, training and experience. It's acquired or enhanced through education. While skills acquired and improved through practice and work experience. Experience is a major factor in a person's development, whereas experience is only possible in their environmental relationships. From the various theories and explanations above can be synthesized that work experience is the level of mastery of knowledge and skills of a person in his work that can be measured from the period of work and from the level of knowledge and skills possessed. Chapter five contains the Summary of the findings, the conclusion of the study and the recommendations respectively.

5.2. Conclusion

This study conclude that work experience positively affects employee's job performance of employees in most private firms in Ibadan and Lagos. Although experience is a factor to assess how long a person exchanges knowledge with others to be able to carry out their work effectively. Employee experience is a major factor in a person's development, whereas experience is only possible in their environmental relationships. Employees work experience is one element which concern with the knowledge and skills that can be gained through education, training and experience. It's acquired or enhanced through education. While skills acquired and improved through practice and work experience. Work experience is the level of mastery of knowledge and skills of a person in his work that can be measured from the period of work and from the level of knowledge and skills possessed. In this study, for instance, based on the parameter indicated for career

preference in private sector in Nigeria, different reasons were given for different preferences in Lagos and Ibadan. While in Ibadan, Job security, Personal reasons, and social values attached to public sector work were the most similar influencing factor for choosing public sector work over and above others. This is almost being replicated by respondents in Lagos. For instance, Job security, Personal reasons, and social values attached. Respondents reacted differently to other variables like economic benefit, nature of current working conditions, nature of service, enhancement collectivity, altruistic motive and challenging working environment in the two cities. This study also conclude that there is high impact on work preference in public sector as against private sector buy, job security is not assured, career prospect, economic benefits, fast decision making, team work are conversely peculiar to only to private sector business. But non assurance of gratuity and pension allowances, low societal value attached to working in the private sector, nature and condition of services are better in the public sector than in the private sector. Employee who have high skills in their fields have knowledge, intelligence and experience in doing tasks are not easily affected by others. Thus, it is clear that experience is a lesson that will result in a change toward the maturity of behavior, an increase in understanding and enrichment of information. This study found that work experience has a direct positive effect on the employee job performance. The implication is that if work experience is improved, it will lead to an increase in the employee work skills. In addition, work experience also has a direct positive effect on employees work commitment. The implication is that if work experience is improved, it will result in increased commitment and job performance of employee's work. Improving work experience can be done through several things the ability of the employee to accomplish

difficult work must be improved; employee skills should be improved; improving the quality and quantity of training for employees. Thus, this study also aligns with previous findings on work experience and employees job performance.

5.3. Recommendations

1. The Private Firms in Ibadan and Lagos needs to pay attention to work experience factors as an effort to improve work performance. Because work experience is a factor that influences work performance improvement.
2. The director of the firms in Ibadan and Lagos should make a strategy that can increase employee motivation and employee satisfaction at work. Because employee motivation and job satisfaction can improve work performance.
3. Managers in both sectors should make it a responsibility to ensure principles of equity and fairness are strictly adhered to in recruitment processes while paying keen attention to the protection of the individuals and vulnerable groups from discriminatory practices menacing the Nigerian workplace. The federal government also needs to review the Federal Character principle if it is to perform its initial focus of ensuring fairness and equity by applying it only at the lowest levels while other grade levels should be strictly on merit, or otherwise wipe it out of the constitution to abate the indiscipline, inefficiency, and incompetence among the sector's workforce.
4. The public sector should take a cue from the private and carry out recruitment exercises only based on human resources needs, supported by well-defined job descriptions to avoid excess of staff with no directions on how to proceed in the sector. The positive attitude of candidates should also be considered as against just emphasizing job specifications.

5. Adoption of ICT tools and smart recruitment processes, development and utilization of job descriptions, high entry requirements, and placement of recruits in their areas of core competencies can be used to assess work experience e.g Test Gorilla

5.4. Contribution to Knowledge

Findings from this study revealed some variation in the relationship between work experience and job performance as a function of measurement mode. The strongest relationship occurred between amount of experience and performance. Task-level experience had the strongest relationship with performance whereas organizational level showed the weakest narrowing this down to firms in Ibadan and Lagos makes still study unique. The spatial scope for this study is the reason for the robust and vibrant contribution to existing studies. Also, the timeframe designed for this study is long enough to discover specific changes in a socio-political system where a vibrant private sector is operating. The time and space selected for this study has advances frontier of knowledge on Work Experience and Job Performances in the private sector of the South West of Nigeria.

5.5. Suggestions for Further Research

Despite the fact that private sector are usually expected to improve organizational effectiveness, several challenges exist for job performance. This include; social barriers and communication breakdown that can deter group cohesion. Also, lack of visible support and commitment from top management is also noticed in most private firms in Ibadan and Lagos. Although having the right inputs available to a team is important, it is not a guarantee of effectiveness, since group process counts too. While education and experience make people eligible to apply for a job, there is a need to develop soft skills

that make them employable. This constitute a concrete yet to be thoroughly examined narrow area of further research.

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Appendix One
Questionnaire

Dear Respondent,

This questionnaire is solely designed for research purpose on **Work Experience and Job performance in Public and Private Sectors in Nigeria**. Please kindly assist by filling the necessary information where appropriate. Any information obtained will be treated with the utmost confidentiality it deserves.

Section A: Socio-economics

1. Sex: Male { } Female { }
2. Marital Status: Single { } Married { } Divorced { } Widowed { }
Other { }
3. Age: 21-30 years { } 31-40years { } 41-50 years { } 50-60years { }
60 and above { }
4. Is your Organization a Public or Private one?

5. Are you a permanent staff _____ or part-time/contract staff

6. If permanent, kindly specify your rank

7. If part-time/contract staff, please specify your rank/level

8. For how long have you been employed by the Organization? 1-5years { }, 6-10years { }, 11-15years { }, 16-20years { }, 21-25years { }, 26-30years { } 30years and above { }.

SECTION B

9. Do you think there is any relationship between management and job performance? If yes, explain

10. Do you think work experience is important in any organization?
 A. Yes { } B. No { } C. I don't know
11. Have you ever been engaged in job performance and Work Experience? If yes, for what reason: Research { } Diplomatic reasons { } Fact-findings { } Official { } Others{ }
12. If no, what is responsible: a. No time { } b. No interest { } c. Distance { }
 Others { } Specify _____
13. Are you aware of the current inclusion of Leadership and Work Experience in the running of Organization? Yes { } No{ }
- A. Are you in support of the development? Yes { } No{ }

Attitude	SA*	A	U	D	SD
Job performance and Work Experience could lead to exploiting the members of staff					
Do you think work experience and job performance can increase productivity					
I dislike work Experience because it can make work more complicated					
Leadership and Work Experience could create competition among staff members					
Leadership and Work Experience is a way of increasing workload among staff					
The employees are always neglected when it comes to Leadership					

and Work Experience					
Most staff within the Organization have a negative attitude towards Leadership and Work Experience					
I love communicating more at work					

***SA= Strongly Agree, A= Agree, U= Unsure, D= Disagree, SD= Strongly Disagree**

14. Do you think compensation is necessary for organization development?
A. Yes { } B. No { } C. I don't know { }
15. Have the staffs/officials involved you personally in any way (planning, education, information, and so on)?
A. Yes { } B. No { } C. I don't know { }
16. What is your overall feeling of Work Experience and job performance?
A. Relevant { } B. Not relevant { }
17. To what extent do government policies and regulations affect private sector operations in Nigeria?
a) Significantly
b) Moderately
c) Minimally
d) Not at all
18. How would you rate the availability of skilled workforce in the Nigerian private sector?
a) Excellent
b) Good
c) Fair
d) Poor
19. Are there notable differences in the nature of private sector operations between urban and rural areas of Nigeria?
a) Yes
b) No
20. Have you received any formal training or development opportunities from your employer?

- a) Yes
- b) No

Bio-data

A. Personal Data

- 1. Full Name: Olushola Peace Anjorin
- 2. Address: Lekki Phase One, Lagos State
- 3. E-mail: anjorinpeace@gmail.com
- 4. Date of Birth
- 4. Phone No: 08033850222
- 5. Place of Birth: Lagos State
- 6. Nationality: Nigerian
- 7. Name and Next of Kin: Mrs Anjorin, Same as above

B. Educational Background

- 1. Loyola College Ibadan, Oyo state 2000
Secondary School Certificate
- 2. Osun State Polytechnic Iree 1998
National Diploma
- 3. Osun State Polytechnic Iree 2003
Higher National Diploma
- 4. Achievers University, Owo 2013
BSc Accounting

C. Working Experience:

1. Nigeria Army, Zaria
Strategic Planning

2021-till date

2.

D. Award

NIL

E. Membership

Associate Chartered Economics of Nigeria (ACE)

2007

F. Publication

NIL

G. Major Conference Attended

NIL

H. References

Charles Ohwo (AVM)

Nigerian Army, Abuja

Dr Modupe Albert

Lead City University

Signature

Date

The University Compliance Certification

This is to certify that this thesis by Olushola Peace ANJORIN with Matric No LCU/PG/001207 in the Department of Management & Social Sciences, Lead City University, Ibadan, is in full compliance with the approved university format and style.

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