



Training and Incentives as Determinants of Employee Performance Improvement in Algeria Tramway Companies, Empirical Evidence From SETRAM Company Located In The City of “Sidi Bel Abbes”

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Abstract :

This study aimed to investigate the contribution of training and incentives on employee performance improvement using evidence from SETRAM urban transport company located in the city of Sidi Bel Abbes, and to achieve the study objectives, 204 structured questionnaires were distributed to employees on job location, 185 questionnaires were returned, only 169 were suitable for statistical analysis. With support of SPSS, correlation and regression ended up being conducted to generate results. The findings indicated that there is a significant and positive relationship exists between both training and incentives and employee performance. It is concluded that employee motivation has a significant positive relationship with employee performance at SETRAM company. To the researchers' knowledge, this is the first study to establish the contribution of training, incentives on employee performance using evidence from SETRAM company located in the city of Sidi Bel Abbes Since the launch of activity in July 2017.

Key Words: Employee performance ; Incentives; Motivation ;Training; SETRAM company.

JEL Classification : M12, O15.

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I. Introduction:

The human factor is considered one of the essential factors underpinning the growth and sustainability of business organizations, the human aspect is the core of all operations of the organization, it is an essential source, especially if it is distinguished by the standard of skills and experience, knowledge, and competencies that suit the nature of the job given. It is recognized that today's world is evolving and not stable, so it represents in business organizations that demand reconsideration and improvement of the framework of the expertise and experience of human resources. In addition to its practices in the area of selection and appointment, guidance, and follow-up of human resources in training, the organization is expected to improve human resources expertise and knowledge or incorporate new information and



behaviors relevant to the new functional requirements (Rumman & Al-Rahahalh, 2016).

Training is a generator for promoting the skills, abilities and knowledge of employees to perform their jobs more effectively and effectively. According to (Aboassin & Sultan, 2017) training can be described as a planned and systematic process to advance the level of capacities, skill sets, knowledge, behaviors and attitudes to successfully perform the job. Valle et al (2009) claimed that through training, talents, abilities and expertise required to do a job are given to employees. The training process encourages human resources to accomplish particular assignments and predefined job requirements and to contribute to the attainment of corporate goals and objectives by fulfilling the criteria for work success (Sultana et al., 2012).

Training and incentives should therefore be seen not only as growth opportunities but also as investments that generate overall returns and benefits for employees and organizations. According to (Tahir et al., 2014), Training and incentives processes are applied in adding to the organization's end purpose as these advantages would not only benefit the organization, but the employees that make up the organization. Training and incentives contribute to increased profitability for the organization thus fostering more optimistic attitudes towards profit, incentives and training boost work awareness for individuals while helping them identify with the organization's priorities (Sal & Raja, 2016)

SETRAM (the company responsible for the operation and maintenance of Algerian Tramways) was emerged out of an agreement between the Algeria Metro Company EMA (Enterprise Metro Algeria) and the RATP (Régie autonome des transports parisiens) group. Rich in the knowledge inherited from the RATP group, whose expertise has been recognized in France and internationally in many countries around the world, SETRAM, a company incorporated under Algerian law, to ensure the transfer of knowledge from RATP group experts to all SETRAM employees through learning and training.

The rest of the paper is organized as follows. The next section is the literature review where hypotheses are developed, Section 3 is the methodology employed while Section 4 is findings and discussion. Section 5 is a future direction, finally summary and Recommendations.

1. Statement of the Problem:

The urban transport company referred to in this study is part of the public sector and is dedicated to supplying consumers with effective secure, unrivaled and high-quality transport services. The transport sector is considered one of the most important sectors which contributes significantly to the gross national product of Algeria. In addition, this sector employs a large number of Algerian citizens particularly in the town of Sidi Bel Abbes. Today, workers of these companies make several errors when doing their duties. These errors may impact the efficiency of the transport services provided to customers and ultimately, the organization's profile. Managers were often oblivious and misinformed about the need and value of staff training and motivation in their company.



The problem of the present study is related to the gap between the expected performance and the actual performance of the employees at SETRAM company. This gap can be bridged through incentives and training programs, so the present study explores the impact of training and incentives on the performance of employees at SETRAM urban transport company located in the city of Sidi bel abbes.

Sal & Raja (2016) was emphatic that the failure of organizations to accomplish their aims was a consequence of certain bad strategies for the development of talent.

Consequently, it is important to decide how employee training and incentives will affect organizational success. Given the above, it becomes necessary to determine the relationship between training, incentives and employee performance in SETRAM urban transport company located in the city of Sidi bel abbes. The article addresses the following general problem:

- To what extent do training and incentives contribute to the development of employee performance in SETRAM urban transport company located in the city of Sidi bel abbes?

2. Purpose of the study:

The main purpose of this study was to investigate the impact of training and incentives on employee performance in SETRAM urban transport company located in the city of Sidi bel abbes. so that they can contribute to the knowledge and decision making of SETRAM company leaders in order to achieve good employee and company performance.

3. Research Objectives:

This investigation is principally intended to appraise the impact of Training, motivation and incentives on employee performance in SETRAM urban transport company located in the city of Sidi bel abbes. The statistical tools were aligned with the objective of this research.

By and large, the examination will likewise:

- Determine the degree to which training of human resources has enhanced performance.
- Appraise the connection between incentives and employee performance.
- Explore the link between motivation and employee performance in SETRAM urban transport company located in the city of Sidi bel abbes.
- Provide a set of recommendations and suggestions that could benefit the SETRAM company understudy in emphasizing the importance of training and incentives to develop and improve employee competencies.

4. Study Research Questions:

The research questions contain the following:

- 1) Is there a relationship between the training of staff and employee performance in SETRAM urban transport company located in the city of Sidi bel abbes?
- 2) Is there a relationship between employee motivation and employee performance?
- 3) Is there a relationship between incentives and employee performance?



5. Hypotheses of the study:

Based on the problem of the study, the researchers formulated the following hypotheses:

H01: there is a significant and positive relationship between training and employee performance at the SETRAM urban transport company located in the city of Sidi bel abbes.

H02: there is a significant and positive relationship between incentives and employee performance at the SETRAM urban transport company located in the city of Sidi bel abbes.

H03: there is a significant and positive relationship between employee motivation and employee performance at the SETRAM urban transport company located in the city of Sidi bel abbes.

6. Significance of the Study:

This research is needed because many organizations in this modern world want to gain a competitive advantage and this can only be done by appropriate training and incentive design through enhancing employee's knowledge, skills, abilities and capacities .The findings of the analysis would however allow the management to detect the influences and motivations of employee training on employee performance, and therefore recognize areas in which training and development changes can be made .It can aid managers in preparing and delivering efficient and effective training needs, contributing to better efficiency.

The results of the study are expected to be of great use to researchers and scientists, or anyone interested in the subject. The results could provide a theoretical framework for a future empirical study of human resource management practices. This study may be a source of inspiration for other researchers in developing a practical approach to operationalize human resource management practices.

7. Scope of the Study:

It is widely recognized that the human resource management function of any enterprise plays a key role in the achievement of its goal. Quite several activities are conducted in the human resource management function to ensure the company recruits and maintain competent workers who in turn generate a significant source of competitive advantage for a business. The population of this study are the employees of SETRAM company. The sample of this study is (169) respondents. This research was conducted in the city of Sidi bel abbes. Probability sampling is used in this research since the number of the population selected is known (419). This research was conducted by using the quantitative method. The questionnaire was distributed among the sample of the population. financial resources, Time was an important constraint that affected the conduction of the study.

8. Previous studies:

Aboyassin & Sultan (2017) conducted a study which aimed to evaluate the role of the human resources training component (training needs review, training program design, training period, and assessment of training in improving employee's efficiency (productivity, service quality, and job satisfaction) in five-star hotels in Jordan. The questionnaire was the means of analyzing data from a group of (191)



staff working in Five Stars Hotels. The findings of the analysis showed that there is a beneficial impact of training on all three factors of employee's performance (productivity, service efficiency, and work satisfaction) (productivity, service quality, and job satisfaction), there is no impact on the two mediator variables (age and gender) on the relationship between the variables.

bin Atan et al (2015) Verified the Effect of training on the efficiency of workers' jobs. The research was conducted in a small to medium-sized Malaysian business (SME). The research looked at the training aspect impacting the efficiency of the company's workers. The functional area of the chosen research was analyzed consisting of training and employees' performance in connection with effective human resources management activities. The survey was voluntarily carried out by 85 workers from the respective manufacturing units of the firm. The study results revealed that an essential relationship existed between effective training and the success of workers.

Chepkemoi (2018) investigated the effect of incentives on employee performance at Kenya forest service Uasin Gishu County. The study was guided by the Evolutionary Theory of Chang and the Force-Field Theory of Change. It adopted a descriptive survey research design. It selected all the workers at Kenya Forest Service in Uasin Gishu County which currently has eight forest stations with a total population of 115 employees. The result of the study indicated that incentives are a crucial factor in organizational performance. It recommended that Kenya forest service and other government institutions should adopt a reengineering process in their systems of operations to progress on customer service, new values of teamwork and cooperation, reduced employee turnover which in turn results in an enhanced organizational image.

Khan (2012) Using a group of 100 Habib Bank and UFAI workers from Pakistan to research the impact of training and motivation on the performance of their employees. The research used a formal data collection questionnaire and evaluated these details using Pearson correlation and regression analysis. The findings of the research showed that both training and motivation have a positive effect on employee performance. The result was therefore that effective training programs for workers, including technology, management and work environment, increase the productivity of personnel within a company.

Mahmud et al (2019) Investigated The effect of the evaluation of training needs on employee performance. The primary objective of this analysis was to determine the effect of the assessment of training needs (TNA) on the success of employees working in Bangladesh's telecommunications industry. Primary data were obtained from the workers of two telecommunications firms in the commercial department. Using the Simple Random Sampling (SRS) method, a total of 136 workers were chosen. To test the influence of TNA on the efficiency of workers, the Ordinary Least Square (OLS) approach was applied. This research found that in enhancing the efficiency of workers, TNA played a positive role.

Motlokoa et al (2018) investigated the effect of training on the performance of employees in the banking sector in Lesotho. This research used a stratified sampling



methodology to draw a group of 171 employees from a population of 300 employees using a self-administered questionnaire to investigate the influence of training on the efficiency, motivation and job satisfaction of employees in the Lesotho banking sector. The results of the study typically showed that training not only enhances the performance of employees but positively influences the motivation and work satisfaction of employees in Lesotho's banking sector. Therefore, the banking sector in Lesotho should periodically assign workforce training programs based on defined skill gaps to sharpen the expertise, awareness and abilities of staff to enable them to deal with the ever-changing working atmosphere and unpredictable situations and to enhance their motivation and job satisfaction.

Shahzadi et al (2014) Researched to examine what kinds of variables impact employee motivation in Pakistan and to decide to what degree motivation influences employee performance. Data were obtained using self-administered questionnaires from 160 government and private school teachers. Regression analysis is used to assess the effect of employee motivation on the performance of workers, using four variables: employee motivation, employee performance, intrinsic incentives and perceived effectiveness of training. The findings of this study indicate that there is an important and positive correlation between employee motivation and employee performance.

II. Literature review:

1. Training:

1.1. Training and Its Importance:

Garavan et al (2020) concluded that while the creation of KSAs that are specific to the current role to emphasized by a considerable amount of training in organizations , Increasingly, they provide training activities based on improving general or soft skills that contribute to future roles in the company .Training is seen as the method of enhancing an individual's current talents, awareness, and abilities. According to Saleem et al (2011), Training is a coordinated improvement in the know-how abilities and sensations necessary for employees to work successfully in the process given, as well as to operate in an underlying situation.

Also, by empowering and converting them into well-structured and very well, it strengthens the skills of a panel of workers in a very successful way, which eventually affects the organization's efficiency. Laing (2009) defined training as an indicator for enhancing employees' superior skills, experience, capacities and attitudes, resulting in employees' productive outcomes. He adds one more item, though that it extends the organization's efficiency. Khanfar (2011) argued that training is an active means to enable an individual to make use of his capability and his potential capability.

1.2. Training Process:

Companies must invest in the intellectual resources of their workforce to developing sustainability, improve productivity and prevent professional labor shortages (Dietz & Zwick,2020). The systemic process for employee training and improvement has been put forward by several scholars. The number of steps varies, but the



fundamental approach remains the same, i.e. to properly handle training to achieve the best outcomes from the investments made, Training is a cumulative phase. The following steps are inevitable with any well-designed and specifically executed training and growth plan, regardless of the scheme that might be proposed by separate scholars and trainers:



Fig. 1: «Training Process».

Source: Garner, E. (2012). Training skills : How to improve the skills and performance of your employees. *Ventus: Eric Garner & Ventus Publishing APS. Available at: <http://www.bookboon.com>.*

1.3. Elements of a Successful T & D Program:

If any company skips one or two of the steps in a T&D phase, it may progress in delivering a training program, but it will no longer reap the clear benefits of training that have very long-term effects on work success as well as overall efficiency and development of the company. The purpose of introducing these models and process cycles in multiple studies is to show companies a path in which their policies and investments can be applied to achieve their overall objectives, i.e. a sustained market



leadership with unconquerable competitive intensity.

Fig. 2: «Elements of a Successful T & D Program».



Source : Imran, M., & Tanveer, A. (2015). Impact of training & development on employees' performance in banks of pakistan. *European journal of training and development studies*, 3(1), 22–44.

T&D elements apply to those essential aspects that make an effective program of training. Frank Waltmann, the learning head at Novartis, listed ten such elements.

2. Incentives:

Incentives are rewards provided in addition to the basic wage or salary specifically connected to results (Osibanjo et al., 2014). Besides, Incentives are referred to as a performance-based incentive program that connects employee compensation to the performance of employees who works directly at workplace (Mathis & Jackson, 2011). The non-monetary incentive includes the indirect payment of money in the form of tangible rewards such as gift cards, trophies, vacation trips, meal treats and so on (Hazzi & Maldaon, 2015). The positive influence of incentives is used to teach workers what companies want to do and what they feel to be important to their jobs and what they emphasize, Incentives should be used as an efficient tactic to draw desirable, authoritative workers into the company and the employee who appreciates this kind of magnetism would be involved in working there rather than an employee who simply wants steady rewards. (Kadir et al., 2019).

The general purpose of incentives is to modify and inspire workers' behaviors. Many experiments have found that incentives that improve healthy behavior and employee motivation lead to the success and performance of the company (Kaya, 2006). Incentives are both non-financial and financial rewards in exchange for workers' performance (Morris & Kuratko, 2002).

According to Ghazali, an incentive is a type of motivation that is conveyed based on high achievement in the form of money and a sense of appreciation from the company for employee performance that contributes to the company, In the meanwhile, Hasibuan indicated that "additional remuneration incentives for results according to the norm are given to those workers", An incentive is a mechanism to encourage equitable principles in the payment of reward (Arnolds & Boshoff, 2000). Given the varied perspectives of incentives, numerous incentive theories such as McClelland's acquired needs theory, reinforcement theory, Herzberg's two-factor theory, equity theory, cognitive evaluation theory, Alderfer's ERG theory and Maslow's hierarchy of needs theory, may all be applied to discern the various forms of incentives that may be provided (Rawabdeh et al., 2019).

3. Motivation:

Training motivation refers to the strength and persistence of contributions made by trainees before, during and after training in trying to learn development practices (Tannenbaum & Yukl, 1992). In training studies, numerous motivation-relevant structures have been examined, including motivation to pre-train and motivation to learn .In particular, a few findings confirm the effect of pre-training motivation on real transfer performance, or the level of strength and willingness of the learner as assessed before the training intervention (Chiaburu & Marinova, 2005). For example, in their 967-person sample, Facticeau et al (1995) found the correlation



between pretraining motivation and training transfer as measured by supervisors was healthy.

Training opportunities, particularly development-oriented training, will serve as a motivational mechanism for workers in the service sector to illustrate extra-role attitudes and discretionary effort (Garavan et al., 2020). Quinones (1995) found that motivation to learn was an important variable linking pretraining features and training results. Naquin and Holton (2002) found trainees with high positive affectivity to have higher motivations to enhance their work performance through learning.

4. Training and Employees' Motivation:

Training and the Employees' Motivation has been defined differently by various authors in the literature. Nonetheless, all of these definitions have some words in common, incentives, want, desire, aim, wishes, needs and goals (Khoshnevis & Tahmasebi, 2016). For instance, Shahzadi et al (2014) defined motivation as a force that enables an individual to act toward a particular goal. On the other hand, Zlate and Cucui (2015) defined it as the readiness of an individual to work intensely and consistently to achieve set organizational goals, in the hope that the efforts made will result in the achievement of certain individual goals generated by the individual's needs. According to Zlatea and Cucui (2015), these individual objectives are veritable reasons determining the employees to act and work in organizations.

5. The Relationship between motivation and employee performance:

The vast majority of previous research shows that there is a clear positive relationship between training and authority implementation by human resource management. training is the key strategy for discerning the refused desires of employees and assembling their level of duty and thus performing well to meet hierarchical aims at that time, as portrayed by the work of Harrison (2012), Personalization through training influences line execution by well-known employees and should be a fundamental key to achieving business goals, Therefore, carrying out training projects is an ideal solution to solve performance issues, bridging the gap between standard and actual performance, a compelling way to improve employee operations, Other studies in the literature, which support the positive link between employee training and motivation include (Nurun Nabi & Dip TM, 2017). According to Grant (2008) motivation influences performance, persistence at the workplace and productivity. Motivated workers are more focused on control and independence and are more self-driven than less motivated workers (Thomas, 2000).

III. Materials and Methods:

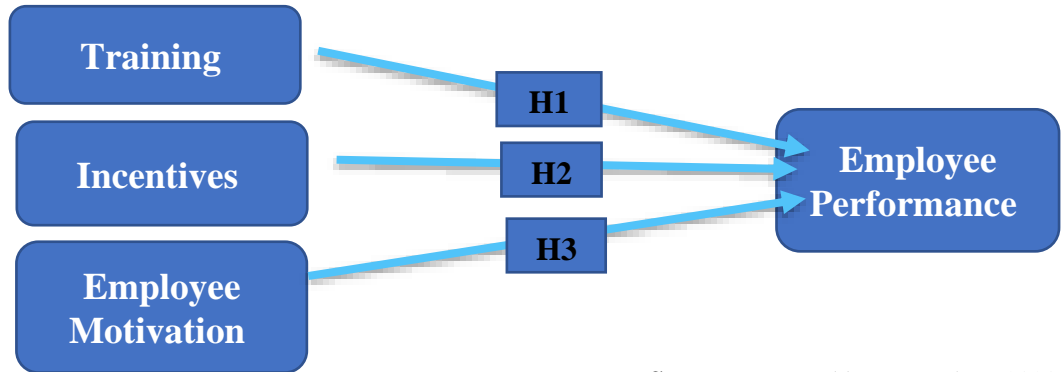
1. Research Model:

Training and incentives are about managing and empowering people, the dynamic assets of any corporate or firm. Understanding human resource practices and particularly Training, incentives enable directors to help employees perform better in the work and keep them motivated, therefore SETRAM is the company responsible for the operation and maintenance of Algerian Tramways. It currently operates the Algiers, Oran, Constantine, Sidi Bel Abbes, Ouargla and Setif



Tramways. The general management of SETRAM is located in the capital Algiers. It shows the relationship between the independent variables and the dependent variable.

Fig. 3: «Research Theoretical Framework».



Source: Prepared by researchers 2020.

2. Population and Sampling:

The population of the study was SETRAM urban transport company located in the city of Sidi bel abbes while a convenient sampling technique was used to select sample size.

The research sample was determined by the use of the following formula:

$$n = \frac{N}{1+N(e)^2} = \frac{419}{1+419(0.05)^2} = 204$$

Where n is the optimum sample size, N = 419 is the target population of all the employees of SETRAM while ‘e’ is the probability of error determined as the 0.05 for 95% confidence level. Using proportionate sampling.

3. Data Source and Statistics:

The self-administered structured questionnaire has served as an operational instrument to collect cross-sectional primary data from 169 out of 419 employees at SETRAM.

The questionnaire comprises five sections :

Section (1): comprising four (4) items seeking demographic data such as gender, age, education level, occupational status or category.

Section (2): consist of nine (09) items that sought to collect information about the impact of training on employee performance.

Section (3): consist of eleven (11) items. which sought to collect information about the impact of incentives on employee performance.

Section (4): consist of ten (10) items requesting information about the impact of motivation on employee performance.



Section (5): consists of nine (09) items requesting information about employee performance.

The study used secondary sources like; research publications, standard records to get an insight into the incentives and training and its impact on employee performance. Cronbach's Alpha was applied on Five-point Likert Scale mustered data for validation purposes and descriptive statistics, correlation, regression and SPSS were used for data analysis.

4. Data collection:

204 is the number of questionnaires distributed to the respondents. The cumulative number of questionnaires received back is 185. Returns have been closely reviewed and 16 questionnaires have been omitted and found insufficient for statistical analysis because they do not follow the standards and guidelines for addressing and filling out the questionnaires, so the overall number of available returns is 169. No response is 19 and it was presumed that either the non-respondents were unable to cooperate or were not involved in the survey. Table (1) displays the overview of distributed, returned, useable, non-response questionnaires.

Table 1: « Summary of Distributed, Returned, Useable, Non-responses Questionnaires»

Condition	Distributed Questionnaires		Returned Questionnaires		Useable Questionnaires		Un- Useable Questionnaires		Non - Response	
	Number	%	Number	%	Number	%	Number	%	Number	%
Number of employees	204	100	185	91	169	83	16	8	19	9

Source: Prepared by researchers.

5. Data Analysis and Discussions

5.1. Reliability Analysis

Table (2) described the reliability analysis of the variables as the value of Cronbach's alpha for training is 0.874 (09-items), 0.814 (11-items) for incentives, it's 0.749 (10-items) for employee motivation, 0.863 (09-items) for employee performance, and it is evident from above table the Alpha values are above 0.700 which showed the sound reliability and consistency.

Table 2: « Reliability analysis»

SN	Scale	Number of items	Cronbach's Alpha
01	Training	09	0.874
02	Incentives	11	0.814
03	Employee motivation	10	0.749
04	Employee performance	09	0.863

Source: Prepared by researchers.

5.2. Descriptive Analysis

The result showed (Table 3) that the variables have been found significantly in the studied part. The mean value of the Training, incentives, employee motivation, employee Performance were 3.122, 4.117, 4.431 and 3.911 respectively signifies the relationship between training, incentives and employee performance through employee motivation.



Table 3: « Overall means for Training, incentives, motivation and employee performance»

Variables	Mean	Standard Deviation	N
Training	3.122	0.575	169
Incentives	4.117	0.564	169
Employee motivation	4.431	0.561	169
Employee performance	3.911	0.578	169

Source: Prepared by researchers.

5.3. Demographic Analysis

Demographic results were attained. The complete sample size was 169. While shown in Tables 4,5 and also 6 below.

a. Age:

Table 4: « Ages of the Respondents»

Age	Frequency	Percentage	Cumulative percent
20 to 30	34	21	21
31 to 40	83	49	70
41 to 50	50	29	99
51 to 60	02	01	100

Table (4) represented the composition of the sample concerning age groups. 21% of respondents had 20 to 30 years group, 49% of respondents were lie in age 31-40 years, 29% respondents were lie in age41-50 years, 01% respondents were lie in age-connected with 51-60 years. In this study, the more respondent's representatives were from the 31-40 age group.

b. Gender:

Table 5: « Gender of the Respondents»

Gender	Frequency	Percentage	Cumulative percent
Male	142	84	84
Female	27	16	100

Table (5) represents the composition by gender. 84% were males and females were 16%, which demonstrates more respondents were being male.

c. Education level:

Table 6: « Education level of the Respondents»

Education level	Frequency	Percentage	Cumulative percent
Intermediate	37	22	22
Secondary	62	37	59
Bachelor	48	28	87
Master	21	12	99
PHD	01	01	100
Total	169	100	100

Source: Prepared by researchers.

Another demographic component below review is usually structure associated with sample concerning respondents' education level. Table (6) expressed that 37% (the



highest in the study) respondents possess bachelor degree, 28% involving respondents possess license degree, 22% hold intermediate, 12% involving respondents possess a master degree and only 1% were Ph.D. degree.

d. occupational status:

Table 7: « occupational status of the Respondents»

Occupational status	Frequency	Percentage	Cumulative percent
Top administration	24	14	14
Middle administration	47	28	42
Down administration	98	58	100
Total	169	100	100

Source: Prepared by researchers.

Table (7) showed that 14 % of respondents work in the top level, 28% of respondents work in the middle level and 58 % of respondents work in the down level.

5.4. Correlation Analysis:

Table 8: « Correlation Matrix for all variables involved»

Variables	Incentives	training	Employee motivation	Employee performance
Incentives	1	-	-	-
training	.565	1	-	-
Employee motivation	.557	.571	1	-
Employee performance	.642	.548	.583	1

Source: Prepared by researchers.

Table (8) above depicted a positive correlation between training, incentives, employee motivation and employee performance. The following results were indicated:

regarding the correlation between training, incentives, employee motivation, and employee performance. The highest positive correlation in this study was found between incentives and employee performance ($r = .642$, $p < 0.01$). The second highest correlation was between employee motivation and employee performance ($r = .583$, $p < 0.01$). Finally, a high correlation was noticed between training and employee performance ($r = .548$, $p < 0.01$). In other words, the results indicate that all these variables have a significant correlation with employee performance.

Table 9: « Coefficients for training, incentives, employee motivation and employee Performance»

Variables	Unstandardized Coefficients		Standardized Coefficients	t	sig
	Beta	Std. Error	Beta		
Constant	.332	.311	.409	3.522	.001
Training	.578	.095	.517	6.19	.032
Incentives	.647	.123	.623	5.21	.041
Employee motivation	.629	.087	.569	5.33	.038

Source: Prepared by researchers.



Table (9) above shows the relationship between training, incentives, employee motivation and employee performance. The results depict that employee performance will be 0.332, a unit increase in training would lead to an increase in employee performance by 0.578 units, a unit increase in incentives would lead to an increase in employee performance by 0.647 units, a unit increase in employee motivation would lead to increase in employee performance by 0.629 units. incentives had the greatest effect on employee performance, followed by employee motivation. training had a reasonable effect on employee performance. At 5% level of significance and 95% level of confidence, training had 0.032 level of significance. incentives had 0.041 level of significance, and finally, employee motivation had 0.038 level of significance. Hence the sequence of the most significant factors is incentives, followed by motivation and then training. All these variables were found significant and had a positive impact on employee performance.

5.5. Regression Analysis:

a. Training and employee Performance:

Table 10: « Regression Analysis of Training and Employee Performance»

Model	R	R square	F – value	Beta	T	Sig
01	.517	.267	45.2163	.517	8.132	.000

Source: Prepared by researchers.

Table (10) has deflected the regression analysis where the value of R Square implies that 26% variation in the dependent variable (employee performance) is because of the independent variable (training). The value of F (45) implies that the model possesses significant overall strength. This ensures the correctness of the model. Based on Beta coefficients, the model implies that training causes 51% positive variation in employee performance, $t = 8.132$ and also $p < 0.001$. So, **H1** declares that: "there is a significant and positive relationship between training and employee performance at the SETRAM urban transport company located in the city of Sidi bel abbes." Is accepted.

b. Incentives and employee performance:

Table 11: « Regression Analysis of incentives and Employee performance»

Model	R	R square	F – value	Beta	T	Sig
02	.623	.388	61.325	.623	9.218	.000

Source: Prepared by researchers.

Table (11) has deflected the regression analysis where the value of R Square implies that 38% variation in the dependent variable (employee performance) is because of the independent variable (incentives). The value of F (61) implies that the model possesses significant overall strength. This ensures the correctness of the model. Based on Beta coefficients, the model implies that incentives cause 62% positive variation in employee performance, $t = 9.218$ and also $p < 0.001$. So, **H2** declares that: "there is a significant and positive relationship between incentives and employee performance at the SETRAM urban transport company located in the city of Sidi bel abbes." Is accepted.



c. Employee motivation and Employee performance:

Table 12: « Regression Analysis of employee motivation and Employee performance»

Model	R	R square	F – value	Beta	T	Sig
03	.569	.323	58.745	.569	8.342	.000

Source: Prepared by researchers.

Table (12) has deflected the regression analysis where the value of R Square implies that 32% variation in the dependent variable (employee performance) is because of the independent variable (employee motivation). The value of F (58) implies that the model possesses significant overall strength. This ensures the correctness of the model. Based on Beta coefficients, the model implies that employee motivation causes 56% positive variation in employee performance, $t = 8.342$ and also $p < 0.001$. So, **H3** declares that: "there is a significant and positive relationship between employee motivation and employee performance at the SETRAM urban transport company located in the city of Sidi bel abbes." Is accepted.

6. Discussion:

- The finding of the study indicates that there is a significant and positive relationship between training and employee performance at the SETRAM urban transport company located in the city of Sidi bel abbes.
- The finding of the study indicates that there is a significant and positive relationship between incentives and employee performance at the SETRAM urban transport company located in the city of Sidi bel abbes.
- The finding of the study indicates that there is a significant and positive relationship between employee motivation and employee performance at the SETRAM urban transport company located in the city of Sidi bel abbes.

It was established from this study that there is a positive relationship between training and performance. Training generates benefits for the employee skills, competencies, ability, knowledge and behavior (Benedicta, 2010).

Companies make lots of effort to satisfy customers but do not pay attention to the satisfying worker, but the fact is that unless and until workers are satisfied, the client will not be satisfied, and if workers are satisfied, they will do more work, then customers will eventually be satisfied (Ahmad et al., 2012). Employee performance is influenced by motivation because when employees are motivated, they will put more effort into work and ultimately improve performance (Azar & Shafighi, 2013). The finding declares that employee training is positively related to employee performance that is extending the views of (Rahman et al., 2011), (Kennedy, 2009), (Barzegar & Farjad, 2011), (Ali et al., 2012).

From the results that most respondents strongly accepted that training and incentive build abilities and competences to enhance results, it decreases learning time for workers beginning new appointment, transfer or promotion employment and training helps to reconcile the difference between what should happen and what happens to increase the quality of performance.



Most respondents agreed that incentives play an important role in employee performance, improving performance and training so that employees can grow within the organization to meet future employee needs.

Following are the variables which directly affect employee performance; Training is the systematic process by which an individual acquires expertise, talents and skills. Incentives are a reward or a feeling of motivation for success, in every endeavor as one feels in the hierarchy of Maslow as achieving conscious happiness, incentives inspire workers favorably and eventually impact their individual and corporate efficiency. Motivation is the direction and strength of one's effort or the psychological attribute that stimulates an organism to function against the desired purpose.

In a study, it was realized that incentives are necessary to turn employee dissatisfaction into satisfaction. It was concluded that when employees are satisfied, they will do the job with more interest and do hard work that will contribute to good results (Asim, 2013). our research finds that the motivation of workers is directly affected by incentives. Since they come to know of their motivation and do more hard work to obtain recognition as incentives are offered to workers. The incentives offered by the company SETRAM will improve employee productivity and promote the proper performance of the job and duties and responsibilities.

Conclusion:

It is strongly suggested that all stakeholders, managers, senior managers, junior managers, supervisors and workers should be interested in training in one manner or another since there are a successful training and success relationship to develop employee knowledge, skills, capacity, values and attitudes. Via encouragement and participation, this may be achieved.

Based on the findings of the research, the authors recommended that more workforce training programs be implemented that are more appropriate for the skills required at work, as well as that staff be given equal opportunity to attend training courses. It is advised to use new procedures to provide incentives.

- SETRAM should make the training and development of its workers a continuing process.
- More than just basic skill development, training and incentives lead to achieving a competitive edge.
- SETRAM should broadly consider the motivation of employees as a way to build human capital. Intellectual capital consists of foundational skills and specialized knowledge.

Otherwise, a significant positive relationship between employee training, incentives, employee motivation, and employee performance was concluded in this study. Nonetheless, some other variables that may play a role in these various fields, If investigators perform research in this specific area in the foreseeable future by adding additional variables such as employee satisfaction, employee inspiration, organizational effectiveness and other working conditions concerning employee



performance, it would be very beneficial for researchers to achieve more compelling findings that could enhance the incredible value of employee performance.

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