



Received: 15-07-2025
Accepted: 25-08-2025

International Journal of Advanced Multidisciplinary Research and Studies

ISSN: 2583-049X

The Analysis of the Role of Motivation, Career Development and Compensation on Organizational Effectiveness of Vocational Training Schools Employees in Cameroon: The Case of COIC-Buea

Dr. Lydia Enanga Awo

Agriculture/Educational Science, COIC-BUEA/ University of Buea, Buea, Cameroon

Corresponding Author: **Dr. Lydia Enanga Awo**

Abstract

This research was aimed to establish how motivation, career development, and staff development affect Instructors' performance and its overall effect on the organizational effectiveness at the Opportunities Industrialization Centre (COIC) Buea in the South West Region of Cameroon. In the globalized Vocational Training School environment, it is of important to ensure a motivated, carrier advanced and paid workforce because school employees are the only asset that appreciates in value over time, thereby directly contributing to organizational outcomes. Employee's motivation, salary and career development has been a major problem in Vocational Training Schools, due to poor salaries and pecuniary benefits such as transport allowances and bonuses. The purpose of this study is to ascertain how motivation, salary, and staff development affect employee's performance and the overall organizational effectiveness. The study's sample consisted of 70 employees. The study adopted a mixed method, for the quantitative data, a structured questionnaire was distributed to respondents. The

structured questionnaire comprised of two sections. The sample size was 70, which was derived from a target population of 102 Instructors through the simple random sampling technique. The researcher used the personal method in distributing and collecting questionnaires to sample respondents and 70 completed questionnaires were returned. This equated to a high response rate of 100%. The quantitative data collected were analyzed using descriptive (mean, score and standard deviation) and inferential (independent sample T-test) statistical tools. The findings of this study demonstrate that motivation, compensation, and career growth strongly influence employee's performance and the overall effectiveness of COIC-Buea. The researcher recommended that COIC-Buea should consider reviewing the reward system, offering competitive financial rewards and timely paying their employees. The research concluded with directions for future research on the role of intrinsic and extrinsic rewards on employee behavior.

Keywords: Motivation, Vocational Training, COIC-Buea

Introduction

The employee's commitment to Vocational school is very much influenced by the employee's own motivation to work in a school institution. A person's dedication to the company is supported by motivation. Various works of literature have written that motivation, staff development and timely payment of salaries encourages the emergence of behavior in a working environment (Susiloningsih *et al.*, 2023) ^[12]. Motivation exists because there is a need in the individual that must be fulfilled. Motivation is the intention of behavior (Sutagana *et al.*, 2022) ^[13]. As is the intention of the behavior, the behavior that appears is in accordance with the existing motivation. Thus, it can be said that work motivation is needed to improve work behavior (Astuti *et al.*, 2023) ^[2]. The thing that motivates a person's work enthusiasm is to meet the needs and satisfactions of both material and nonmaterial things that he receives; if he receives more satisfying things, then his enthusiasm for work, commitment, and employee work performance will increase. Many factors affect work motivation.

Two aspects that are considered quite important are compensation and career development (Parlina *et al.*, 2022) ^[3]. Anything that is received as compensation, whether it be material or intangible, must be quantified and provided to the recipient, who is typically the recipient of an item that is exempt from income tax (Wahab *et al.*, 2022) ^[14]. Because it encompasses the criteria for eligibility, logic, rationality, and accountability as well as emotional considerations from the worker perspective,

compensation is a complicated and challenging topic (Luturmas, 2022) ^[4]. The goal of compensation is to stimulate and motivate employees to improve work performance and increase the effectiveness and efficiency of production (Siagian, 1995) ^[11]. Hence, when pay is properly distributed, employees will be happier and more driven to accomplish corporate goals. But, if workers feel that their pay is insufficient, their productivity, drive, and job happiness may all significantly decline. The study found that salaries, housing, teaching allowance, seniority bonus and transport allowances were amongst the top extrinsic rewards at COIC-Buea. It was also discovered that the enlarged Management of COIC-Buea also has airtime and duty allowances meanwhile the Security Guards have an overtime allowance. Again, the Finance Officer and the Cashier of COIC-Buea have a milk allowance. Employees' personal well-being depends on their salary, which indicates how highly the workers themselves value their own contributions (Watimena, 2007) ^[15]. Thus, creating and managing employee remuneration is typically one of the responsibilities of the personnel department (Kamaruddin *et al.*, 2023) ^[5]. Career development is a systematic strategy adopted by businesses to guarantee that people in the organization have the proper credentials, abilities, and experience when needed. Career development has an impact on organizational commitment and employee performance (Lingga *et al.*, 2022) ^[6]. In order to preserve employee productivity and to urge workers to always provide their best effort and prevent work-related stress, which lowers company performance, employers must manage and develop employees' careers appropriately. In order to support the organization in accomplishing its objectives, career management and development will boost human resources' efficacy and inventiveness. This can promote a strong dedication and improve their performance (Luturmas *et al.*, 2022) ^[7]. Employees who have high opportunities to improve their careers will be more motivated to work. Businesses with a structured approach to employee career development will do well. According to Appelbaum *et al.* (2001), which supports the findings of this study, organizations with effective career management will boost their employees' willingness to engage in development activities and their behavior in doing so, which will enhance their performance (Salehan *et al.*, 2022) ^[8]. Based on these two studies, it can be said that career development has a substantial impact on employee performance and that when individuals accomplish strong career development, their performance will rise (Setiawan *et al.*, 2022) ^[9].

Statement of the Problem

Employee's and organizational effectiveness mostly depend on employee motivation. Low motivation affects employees and organizational effectiveness. Motivated employees are loyal, committed, and productive and provide good services to the organization. Employers should exercise employee motivation through the series of compensations for job well done and better organizational effectiveness (Sevanson, 2011). Although the Board of Directors of COIC-Buea made an increment of salaries in May 2016 with an increase of 17.5% and subsequently in January 2025 with additional allowances such as housing 20%, transport 3% and teaching allowances of 10,000frs, a result in convergence between public sector pay barim and those of the labour market comparators still shows a sizable gap.

However, it was observed that there is some motivational problem existing in COIC-Buea including lack of special incentives and lack of supplementary income opportunities for the employees.

Also, pay and incentive levels in COIC-Buea especially for technical, professional and lower group cadre are still low leading to poor performance and low job satisfaction. For employees to carry out their duties effectively they have to be well motivated both intrinsically and extrinsically. A well-motivated employee seems to undertake tasks for his/her own sake. Therefore, completion of this study will improve motivation practice in COIC-Buea in particular and Vocational Training Schools in general. so as to improve employees and organizational effectiveness.

Method

The simple random sampling method was used to draw the sample. random sampling. The total population of the employees of COIC-Buea was 102 and out of this a sample of 70 was randomly drowned. The data was collection through questionnaires, interviews, and documentation. The data was analyzed using statistical too SPSS. The data used in this study came from hypothesis testing.

Result and Discussion

The overall reliability coefficient value was 0.880 is above the recommended threshold of 0.7. the result obtained a calculated F- value of 18.24 higher than the table value of F which is 4.0. The findings also show that showed that the majority of the employees 96.2% with an overall mean of 3.5 on a scale of 1-4 accepted that motivational enhanced their effectiveness at the workplace while 3.5% of them disagreed that motivation does not increase their effectiveness and 0.3% remained undecided. The level of variance indicates that all independent factors have an impact on the dependent variable in a positive way. Also, it is evident that the significance value is far lower than the necessary $0.000 < 0.05$. Indicating that the dependent variable is significantly influenced by each of the independent variables. It can therefore be concluded that employee's effectiveness can be predicted using motivating compensation and career development factors. The findings of this analysis are in line with those of a study by Mei-Agustus, 2023 who discovered that career growth and motivation work well together to improve performance. This indicates that the more motivational incentives provided by Vocational Training School administration in the form of both money and non-material prizes, the more of an impact they will have on raising employee's effectiveness. Likewise, compensation and career development, which are part of the motivation to increase employee's effectiveness need to be maintained and improved so that teachers always show superior performance. According to Amer, earlier research's findings about the impact of motivation and compensation on performance were both encouraging and significant. The successful outcomes of this analysis, based on observations in the field, show that school management, especially school Directors, always pay special attention to Instructors. One of them is that the school pays attention to the amount of compensation and levels of promotion that are given fairly according to the performance and results of the achievements of the instructors in creating the success of students who excel. As stated by previous researcher, the higher the motivational factor is cultivated, it will create

superior employee performance and make the organization a formidable competitor. So, there is a need to create the performance of instructors, which of course must be directly proportional to the provision of motivation, career development, and compensation consistently and prospectively. The first hypothesis states that motivation influences instructor's performance. The motivating variable has a significance value of 0.026, which is less than 0.05, and a t-count value of 2.215, which is higher than t-table 2.008. This indicates that the motivation variable influences teachers' and employees' performance characteristics in a favorable and meaningful manner. Employee's effectiveness is impacted by motivation by 96.2%. It indicates that Ha1 is valid and the motivation variable can account for 96.2% of the instructor and employee effectiveness variables; the remaining 3.8% remained undecided. This research is also in line with the opinion of previous researcher, who sees motivation as a determinant of achieving a goal. Then motivation becomes one of the strongest drivers for working better. In other words, motivation has a very important role in improving effectiveness at the work place.

The second hypothesis states that compensation affects the effectiveness of employees. The compensation variable is statistically significant at 0.641, which is higher than 0.05. The t-table value of 1.960 is more than the t-calculated value of 1.799. It is clear that the remuneration component has no discernible, beneficial impact on how well employees perform. However, this research is still included in the assumption of compensation theory, which still has an influence value of 16.4%. In other words, the Ha2 hypothesis is accepted, this model is feasible, and the compensation variable can explain the performance variable to the tune of 16.4%; several factors not related to this study account for the remaining data. The findings of this study support a prior researcher's theory, according to which employee performance and remuneration are inversely related. It is not surprising that compensation has a very close relationship with increased effectiveness or vice versa. The fairer the compensation given, the better the performance of the employees. According to the third theory, professional advancement significantly improves employee's effectiveness. The t-table value of 1.960 is less than the t-count value of 5.223, which is higher. The significance value is 0.000, which is less than the necessary 0.05. Indicating that the career development variable significantly and favorably affects teachers' performance. As in the previous discussion, career development among employees can spur these teachers to give their best and maximum performance. And this can be used as a benchmark for employees to be able to provide good performance compared to their previous performance. The findings of this study are consistent with those of earlier research, which indicates that career development is a somewhat significant influence in enhancing employee performance. More than that, he also hopes that there will be changes, progress, and opportunities provided by related institutions for employees to advance to a higher and better level. Efforts to create career development are more about the individual abilities of teachers in achieving them. To be able to reach a higher level of office, of course, this is a strong incentive to demonstrate ability, knowledge, professionalism, and expertise in teaching.

Conclusion

Motivation has an influence on teacher performance. This means that motivation is formed because of encouragement from oneself, which is visualized through attitudes and actions in carrying out work. So that motivation becomes energy for someone to do, act, and work at their best. Because of the availability of this motivation, teachers now have the chance to advance their skills. Simply said, motivation is an action or circumstance that inspires someone to give something their all. Compensation has an influence on teacher performance. meaning that school management and school principals should pay attention to what is needed and provide fair compensation in order to improve the performance of teachers on an ongoing basis. Career development has an influence on teacher performance. This means that schools that have a systematic system of career development will have good teacher performance. It can be concluded that employees who pursue strong career development will perform better, or that career development has a big impact on teacher performance. The simultaneous effects of remuneration, career advancement, and motivation on teaching performance. This means that performance can improve properly if it is accompanied by increased teacher self-motivation, fair compensation, and an open and competitive promotion and career development system.

Recommendations

The study revealed that COIC-Buea employees were unhappy with present motivation package because of package inadequacy. Majority of employees regarded their salary and allowances to be underestimated when compared with education level and responsibilities given. This necessitates salary review in COIC-Buea employees education level, given responsibility as well as current economic environment which may help provision of reasonable extrinsic motivation that may improve employee's performance and effectiveness.

The study revealed little recognition of human resources as a core resource within the organization. The situation has resulted to poor intrinsic motivation including lack of recognition for achievement and poor working environment. Intrinsic motivation has a great role in performance therefore the Board of Directors should adopt mixed motivation approach which incorporate intrinsic and extrinsic motivation thus may enable employees to perform at high level. However, this may be greatly achieved through the Board of Directors having positive attitude towards human resources which may improve employees' recognition and involvement.

The study also found that the organization did not have its own motivation policy it is therefore recommended for the Board of Directors to take immediate measures to work on general policy and develop its own policy that will suit its environment to take care for existing grievances as well as to improve employees' morale and effectiveness.

The study found that there were no staff training and development program which resulted into lack of training opportunities as well as employee developing them in their own interest. Management is advised to take immediate measures to develop effective training program that will help to

strengthens job-related skills and competencies and also help employees keep up with changes in the workplace as well as improving employees' effectiveness and performance.

Limitation of the study

Researcher encountered the problem on questionnaires collection where some respondent delayed to complete them which reduced the time frame of the research to be carried out.

Acknowledgements

This work could not have been possible without the divine mercies of God Almighty.

My appreciation goes to my family members; Mr. Bangsi Alphonsius Yisah, Yisah Bless Munameh, Yisah Alrich Bright Loni, Yisah Beauty Wonder Masoma and Syvaline Becone for standing by me during this publication.

Sincere graduate to the COIC-Buea Staff for providing me with all the necessary date.

I will like to use this opportunity to acknowledge the chief of Kombone-Town; His Royal Highness Chief Sakwe Eric Dosa.

Many thanks to the Board Chairman of COIC-Buea; Barrister David Mafany Namange and his executive Board of Directors.

A big thank you to the Finance Officer; Mr Esue Lucas, the Cashier; Mrs. Ekpombang Unice, the head of Department of Small Enterprise Unit; Mme. Elinge Marie Limunga and all the top management staff of COIC-Buea.

I wish to acknowledge the efforts of Mme. Sophie Namondo Lyonga, Mr Ngale Edward Nganje and Mr. Asong Celestian for their endless support in editing and fine tuning this piece of work.

A big thank you to the Esole's, Mbenje's, Likine's, Yisah's, Kongo's families.

References

1. Ahmed N, Malik B. Impact of psychological empowerment on job performance of teachers: Mediating role of psychological well-being. *Review of Economics and Development Studies*. 2019; 5(3):1-13.
2. Astuti ED, Tannady H, Lahiya A, Supriatna D, Handayani ES. The Analysis of Relationship Between Quality of Graduates and Education Financing Management in Private Islamic School. *Journal on Education*. 2023; 5(3):7715-7720.
3. Parlina L, Astuti ED, Lurturmas Y, Palupi FH, TP NRIA, Assery S, *et al.* Faktor Determinan Kinerja Karyawan (Studi Kasus Pada Rumah Sakit Swasta Berbasis Korporat di Jakarta). *Jurnal Kewarganegaraan*. 2022; 6(2):3833-4835.
4. Lurturmas Y. Religion, Customs, and Village Government in Collaborating the Pillars of Rural Development. *Daengku: Journal of Humanities and Social Sciences Innovation*. 2022; 2(4):440-447.
5. Kamaruddin I, Tannady H, Aina M. The efforts to improve children's motoric ability by utilizing the role of traditional games. *Journal on Education*. 2023; 5(3):9736-9740.
6. Lingga PAJ, Setiawan Z, Wahyudi L, Siswanto A, Sutanto A. Influence of the Relationship between Purchase Intentions and Tourism Behavior of Environmentally Friendly Products in Indonesia Using the PLS SEM Method. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. 2022; 5(3).
7. Lurturmas Y, Wirjawan TW, Arta DNC. Pengaruh Kompetensi dan Reward Terhadap Employee Engagement Melalui Perceived Organizational di Raffana Kids Store. *Jurnal Administrasi dan Manajemen*. 2022; 12(4):368-374.
8. Salehan S, Rao DG, Soepriyadi I, Nuryana A, Lurturmas Y. Analysis of the Influence Organizational Control System and Trust on Employee Performance. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*. 2022; 5(3).
9. Setiawan Z, Asakdiyah S, Adilla F. A PLS-SEM Structural Equation Model Analysis of Causes and Effects for Formula E Car Racing in Jakarta Tourism Destinations. In *Proceedings of the 3rd International Conference of Business, Accounting, and Economics, ICBAE 2022, 10-11 August 2022, Purwokerto, Central Java, Indonesia, 2022*.
10. Agus Siswanto, Zunan Setiawan, Rivaldo Kurniawan Iryanto, Zainiyatul Afifah, Abdurrohman A. The Analysis of Role of Motivation, Career Development and Compensation on Performance of Vocational High School Teachers. *Journal on Education*. 2023; 5(4):15154-15159.
11. Siagian SP. *Theory of Motivation and Its Applications*. Jakarta: Rineka Cipta, 1995.
12. Susiloningsih E, Hendrajaya H, Lurturmas Y, Akbar M, Suroso A. The Analysis Effect of Organizational Communication and Self Development Program on Teacher Performance. *Journal on Education*. 2023; 5(4):14181-14186.
13. Sutagana INT, Ernayani R, Liow FER, Octiva CS, Setyawasih R. Analisis Pengaruh Paket Remunerasi dan Stres Kerja terhadap Turnover Intention dengan Kepuasan Kerja sebagai Variabel Mediasi pada Karyawan. *BUDGETING: Journal of Business, Management and Accounting*. 2022; 4(1):183-203.
14. Wahab A, Sari AR, Zuana MMM, Lurturmas Y, Kuncoro B. Penguatan Pendidikan Karakter Melalui Literasi Digital Sebagai Strategi Dalam Menuju Pembelajaran Imersif Era 4.0. *Jurnal Pendidikan dan Konseling (JPDK)*. 2022; 4(5):4644-4653.
15. Watimena A. The Influence of Motivation, Leader Behavior, and Career Development Opportunities on Employee Performance at the Regional Revenue Service, Biak Regency, Papua, 2007.