

FACTORS THAT ENHANCE STAFF DEVELOPMENT AND MOTIVATION

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Abstract

Experts in human resources management noted that lack of staff development and motivation leads to low productivity and job dissatisfaction. Thus the paper intended to seek for efficient strategies towards the reform of staff development and motivation. Conceptual and theoretical frameworks were examined in qualitative research method. Factors for enhancing staff development and motivation is acknowledging the fact that staff development continues throughout working life, such as induction training and appraisal, an awareness of the importance of continuous learning, providing staff with access to varieties of learning experiences like seminars, workshops, conferences etc, motivating and rewarding all staff in the learning/working environment. As a result of this, compensation and reward, training and development, conducive working environment, good welfare packages, positive reinforcement, relationship with co-workers and managers, mentorship and guide were seen as factors that enhance staff development and motivation. Recommendations that would help to eliminate the constraints to staff development and motivation were also made.

Keywords: Enhance, Staff Development, Motivation, Organization, Employees, Productivity.

INTRODUCTION

Development remains the focus of every organization and its employees. This is to enable them achieve their different goals. It entail to realize development strategies like staff upgrading, harmonious industrial relations, right application of procedures, efficient communication skills and system, technological advancement, and training which are employed by the organizations (Onichakwe, 2013).

In the feeling of the "specialty of the general", which incorporated a few subsets of aptitudes including "strategies", coordination and so on., "strategy" came to indicate "an extensive method to attempt to seek after political closures, including the risk or

real utilization of power, in an argument of wills" in a military clash, in which the two enemies connect (Freedman in Mbah et al, 2018). Organizations around the world are set up to achieve specific objectivities and the achievement of such mandates to a large extent requires effective deployment and utilization of certain factors of production such as capital, land, materials, finance, labour, time, etc (Abah and Nwoku, 2016). One of the most difficult aspects confronting management of most organizations today is how to make their workers become more efficient in order to improve productivity. This concern has led many corporate organizations into inventing new strategies by which to train and motivate their workforce (Obi, 2016). Thus, organizations are confronted with the need to find the best strategy to manage human and material resources in order to actualize set objectives.

Among the factors of production, labour (employee) has been generally recognized as the most important resources and asset of any organization because it is the human component which plans, organizes, co-ordinates and puts other factors of production into effective use for attainment of set goals. The obvious strategic position of employees in organization makes it imperative that they should be effectively and efficiently compensated for their labour (Abah and Nwoku, 2016). Thus, it is no doubt that people management is an important aspect of any organization (Ukandu and Ukpere, 2011).

Motivation and development of staff is one way organizations manage their workforce to maximise productivity. Motivation is vital in understanding many forms of behaviour in organizations. Understanding what motivates employee helps in unravelling the dynamics underlying such important behaviours as job performance, absenteeism, turnover and even counter-productive behaviour (Akinola et al, 2013). Development and motivation organizations need to constantly work at making their employees the best through a comprehensive and purposeful career and life development programme that is responsive to needs.

Employee motivation is taken as a practice through staff appraisals involving staff at all levels in anticipation of rewards and recognition. The rewarding and recognition scheme entails promotions, good wages, cash rewards, growth in the organization, bonuses, training for staff (short term and long term), scholarships abroad to improve on skills and cash rewards in form of gift vouchers. Employee benefits entails pension schemes, medical cover, fitness/wellness programs and leave policy (Ongalo and Tari, 2015). Staff training and development is the process that helps organizations to provide adequate human resources to achieve their current and future organizational

objectives (Obi, 2016). Therefore, this paper aims to examine strategies for staff development and motivation.

CONCEPTUAL FRAMEWORK

Modern management concepts and strategies are designed to solve identifiable problems and meet the recognizable needs of a particular society (Akinola and Abinbola, 2014). Strategies such as workplace motivation has been extended to staff in several forms such as good training (capacity building) policies, promotion, pay rise, personnel recognition, favourable work conditions, incentives such as bonuses, leave allowances, etc geared towards addressing the varied needs of the workforce for enhanced productivity.

Some studies have proved that certain factors are responsible for maximising organizations performance, and organizational performance depends on staff management to flourish, some of these factors are reward and recognition, training and development and employee benefits (Ongalo and Tari, 2015). However, previous studies have shown that most organizations have neglected training and development programmes probably due to the cost implication or negligence, thus this has contributed to the poor performance of their staff (Onichakwe, 2013)

The implication of mismanaging staff in organizations leads to underperformance of organizations. For instance, organizations are employing new technologies and downsizing the numbers of workers, outsourcing or employing temporary workers in order to save cost. This situation can trigger a negative impact on employee's motivation since they feel that companies turn out to be less loyal and dependable to them. Therefore, this paper aims to examine strategies for staff development and motivation.

Concept of Staff Development

Staff development is a process that attempts to provide employees with information, skills, and understanding of the school and its goals (Ivancevich, 2010). According to Obioma (2012), staff development is an organizational effort aimed at helping an employee to acquire basic skills required for the efficient execution of the activities or functions for which he/she is hired. Nwachukwu (2009) adds that staff development deals with the activities undertaken to expose an employee to perform additional duties and assume positions of importance in the organizational hierarchy. Staff development is the growth or formation of staff over a long period of time (Sinclear 1992). It

involves a planned strategy for improving the performance of individuals through motivation, in-service and professional growth of workers within an organization. Staff development is capable of transforming a teacher's belief, values and is concerned with the need to make people productive contributors to their organization's visions and mandates.

Awopegba (2003) viewed staff development as that process that ensures continuous increase in knowledge, skills and competences required for effectively carrying out tasks and duties. Cooper and Cartwright (2004) identify staff as the oil that lubricates the factors of academic performance and educational enterprise as a whole. Though, human beings are unpredictable, they determine the failure and success of any organization. As such employees should not only be encouraged to develop skilfully but also be adequately motivated.

The purpose of staff development is to further improve job performance, enhance the quality of work environment and foster personal growth and development. Through staff development activities staff acquire knowledge about educational issues and problems, develop and utilize new or improved skills or work ethics and methods, clarify work-related attitudes and values, derive greater satisfaction from work with students, and develop more stimulation and supportive relationships with their colleagues (Boyel, 2004). Staff development provides growth in staff career and improved organizations performance. In other words, it assists in the promotion of staff from one level to another and encourages hard work amongst them. During the period of staff development, staffs are privileged to be trained and retained (Ozurumba and Amasuomo, 2015). For instance, districts, schools, administrators and teachers initiate, select and pursue staff development programs to improve staff and administrator knowledge/skills and contribute to achieving organizations set objective (Butler, 1992). Hass (2001) defined staff development as activities engaged in by professional personnel during their service and designed to contribute to improvement on the job. Harris (2001) also defined staff development as planned activities for the instructional improvement of staff members.

Concept of Motivation

The concept of motivation has been defined by several scholars in time past. According to Abah and Nwokwu (2016), the term motivation is derived from the Latin word 'movere' which means "to move". Abah and Nwokwu (2016) further defined motivation as covering all the factors that initiate, direct, and organize the behaviour of the individual and determine the intensity and persistence of that behaviour towards

goal attainment. Motivation is the willingness to exert high levels of effort to reach organizational goals, conditioned by the efforts, ability to satisfy some individual need (Bello 2013).

Garvey (1998) defined motivation as the practical art of applying incentives and arousing interest for the purpose of causing an individual to perform in a desired way. Chukwudolue (2002) noted that motivation is concerned with how behaviour is energized, sustained, directed and regulating the activities of an organism in a given context. Thus, behaviours are regulated by stimulus-response associated through reinforcement processes. An activated force motivates an individual to achieve a goal. Obi (2003) is of the opinion that a well-motivated, committed and flexible workforce can be achieved by a coherent approach to developing strategies in the area of raising workers' salaries without streamlining the payment system.

Motivation is a critical determinant of behaviour or job performance. It is a goal-oriented behaviour that is cyclic in nature whether or not a worker can produce the best he is capable of producing depends upon the level of motivation which in turn depends on individual factors which include inherited traits, natural abilities to do the job in question, age, sex, race, education, personality characteristics, occupational level, need strength and reward expectations (Akinola and Abinbola, 2014). According to Kalimullah (2010) an employee that is motivated has his/her goals in alignment with those of the organization and put in his/her effort to see that the organizational goals are achieved. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them. Abah and Nwokuwu (2016) defined motivation as the state or condition of being induced to act in certain profitable ways to actualize pre-determined set goals or objectives.

Motivation is a vital tool for turning on the workers to give their utmost best willingly and enthusiastically towards actualization of organizational goals while at the same time achieving job satisfaction. In other words, strengthening of workplace motivation is a powerful force for employees to achieve set goals. It elicits worker's full participation and commitment to ensure that success is attained in the workplace (Abah and Nwokuwu, 2016). Griffin et al., (2017) stated that the major distinction between highly effective and productive organizations and less effective ones usually is found in the motivation of its employees.

Adams and Jacobson (1964), posits that motivation has to do with available conditions that are responsible for changes in the magnitude, quality and direction of behaviour.

To Atkenson (1957), motivation is the immediate influences on the direction, vigour and persistence action. Baron (1991), stated that motivation is the internal processes that activates, guides and maintains behaviour (especially goal directed behaviour). Anwar et al (2012), described motivation as the state or condition of being induced to do something. A more limited and precise definition is that motivation is a process governing choice, made by persons or lower organizations, among alternative forms of voluntary activities (Vroom 1960). It focuses on the whys of behavioural patterns chosen by individuals to achieve an objective. Buchanan and Hueznski (2004), defined motivation as the cognitive decision making process through which goal directed behaviour is initiated, energised and maintained. Managers who are concerned with productivity should understand that there is a linking cord between motivation and job satisfaction and better performance.

Herzberg (1959) defined employee motivation once as performing a work related action because you want to. (Herzberg et al, 1957) stated that there are two types of motivation which are intrinsic motivation and extrinsic motivation. Intrinsic motivation is concerned with the motives or forces within a person that move him/her to act in a certain manner. They are self-induced factors that make you behave or move in a particular direction. To Ryan and Deci (2000), intrinsic motivation is most important and pervasive motivation as it is the natural motivation through which individuals develop cognitive, social and physical abilities. These factors include responsibility (feeling that work is important and one assumes control over the job), autonomy (freedom to act) scope to use and develop skills and abilities, interesting and challenging works and opportunities for advancement. While extrinsic motivation refers to efforts to motivate other people at workplace. It is worthy of note that this kind of motivation does not emanate from within the individual; they are given by others.

Employee motivation is a process, which accounts for an individual's intensity, direction and persistence of effort towards attaining a goal. Intensity relates to how hard a person tries and direction is the channel through which a job is done, while persistence is a measure of how long persons can maintain their effort (Robbins et al., 2007). According to (Nwizu 2008) there is no gain saying the fact that adequately motivated employees work conscientiously to render effective service for optimum performance. Productivity is achieved through excellence and excellence is gained by having an organization of highly motivated individuals. Motivation is essential to productivity in that it induces goal directed behaviour among workforce. It is a truism that when employees are adequately motivated, it will certainly lead to organizational

productivity, as it conditions them to be poised to perform well. The job satisfaction and productivity improvement will be beneficial to both employers and employees.

Naturally, organizations seek out individuals who are motivated to perform well in the workplace. In addition, they hope to employ people who have the ability to motivate others with whom they work; subordinates, peers, and superiors to work harder towards the accomplishment of goals assigned to them. If organizations can motivate employees to become effective problem solvers and to meet or exceed customer expectations, then the organizational goals and objectives can be realized (Harvard press, 2005). According to Robbins cited in Ukandu and Ukpere (2011) motivation is the psychological process that provides behaviour, purpose and direction. It is also defined as an internal force, which is based on an individual's conscious and unconscious needs that drive him/her to achieve a goal.

THEORETICAL FRAMEWORK

Maslow's Need Hierarchy Theory of Motivation

In 1943, psychologist Abraham Maslow published his now famous need theory of motivation. Although the theory was based on clinical observation of few neurotic individuals, it has subsequently been used to explain the entire spectrum of human behavior.

Maslow proposed that motivation is a function of the basic needs. These needs are:

1. **Physiological:** The need to have oxygen (air), food, water and sex.
2. **Safety:** Consists of the needs to be safe from physical and psychological harm.
3. **Social:** The need for love, affection and acceptance as belonging to a group.
4. **Esteem:** Need for reputation, prestige and recognition from others. Also contains need for self-confidence and strength.
5. **Self-Actualization:** Desire for self-fulfilment. The need to develop potentialities and skills to become what one believes one is capable of becoming.

Maslow's theory of motivation states that when a lower need is satisfied, the next highest becomes dominant and the individuals attention is tuned to satisfying this higher need. The need for self-fulfilment however can never be satisfied. One of the implications of Maslow's theory is that the higher order needs for esteem and self-

fulfilment provides the greatest impetus to motivation. They grow in strength when they are satisfied, while the lower needs decline in strength on satisfaction. But the people do will not necessarily satisfy their needs, especially when they are routine. According to Michael Armstrong (2005) Maslow's need hierarchy has an intuitive appeal and has been very influential. Though it has been criticized for its apparent rigidity, different people may have different priority and it is difficult to accept the people's needs progress steadily up the hierarchy.

FACTORS THAT ENHANCE STAFF MOTIVATION

This study outlines strategies for enhancing staff motivation according to (Akinola and Abinbola, 2014; Ongalo and Tari, 2015; Ukandu and Ukpere, 2011; Ristic et al, 2017; Mbah et al, 2018).

Compensation and Reward: This is defined as “the monetary return paid by enterprise for the work done by an employee”. Compensation refers to the amount of money and benefits that an employee receives from his organization in return for his or her contributions to the organization (Hamidi et al, 2014). This practically satisfies material, social and psychological needs of the individual (Altinoz et al, 2012). Compensation or pay is linked with general satisfaction and more closely linked with pay satisfaction (Lumley et.al, 2011). Salary is the most important motivational mechanism in an organisation (Ristic et al, 2017).

Mbah et al, (2018) studied the effectiveness of staff motivation strategies in manufacturing companies in Enugu state. Found in their study that workers who received compensation, reward, and promotion were able to fulfil their expectation, the implication of this finding was that, compensation, reward and promotion are important in organization to drive motivation.

Compensations are rewards (financial) that workers get from their employers/workplaces in exchange for their physical and mental efforts. Every organization that seeks to realistically actualise its set objectives must have a compensation plan (pay structure) which should include basic pay, incentives and other allowances, and this compensation should be communicated to the workers to elicit their commitment and dedication to duty. Ongalo and Tari (2015) posited that high salary and fringe benefits such as bonuses, commission, profit sharing, non-cash incentives) contributes to motivating staff in organizations. For instance, reward and recognition such as salary increments, promotions, bonuses, cash rewards, salary increment is merit based, commendation for hard work is fair and free, bonuses are

awarded for achieved goals, credit is given for every achievement, promotions are free, fair and on merit, overtime allowance is paid when working hours are extended, staff are given cash rewards/vouchers annually.

Promotion is the reassignment of an employee to a higher level job. Promotion means more responsibility. Employees want promotion to be given fairly. Fairness means promotion for the most qualified workers, although few employees who are competent may not have good managerial skills, or training that will enable them manage people (Ukandu and Ukpere, 2011). They further stated that employee job performance is a result of motivation and ability. Motivation influences performance, but performance, if followed by rewards, can influence motivation.

Training and Development: According to Ongalo and Tari (2015), training and development such as scholarships/training abroad, in-house/sensitization, scholarships are awarded on merit, sensitizations are regularly done, training is given on a fair and merit basis, the training and development policy applies at all levels, in-house training has improved skills and competency, employees are mentored in house to improve on their skills and competency, quarterly sensitizations are carried out to all staff, there is equal opportunity for training outside the country. Abah and Nwokwu (2016) stated that Staff training is an indispensable tool for motivating employed staff. Therefore, training should be encouraged among staff through seminars, workshops, conferences, on-the-job training, refresher courses, etc, to inculcate work oriented attitude and aptitude among staff. In another study, Mbah et al, (2018) observed that training as a motivation is an effective tool to enhance efficiency, productivity and workers' retention in organizations. It increases the morale of the workers and commitment.

The value of workers and the continuous upgrade of their skills and qualifications through training is now widely accepted and viewed as a requirement in gaining employment opportunities and guaranteeing the profitability and future success of most organizations and businesses alike while promoting the right kind of workplace culture that sustains constant learning.(Batram & Gibson, 2000) suggested that training and career development aids businesses in attracting a pool of competent potential replacements for workers who may wish to leave or retire from active duty or be asked to assume a position with greater responsibilities. It also aids an organization in ensuring that it has the human capital required to sustain commercial growth and expansion. In addition, training can facilitate the utilization of progressive technologies even in smaller businesses thereby making it readily adaptable to a rapidly changing and constantly evolving competitive global environment. Training

can also aid in boosting morale, effectiveness, efficiency, as well as improve the level of a worker's productivity on the job, all of which are profitable, beneficial and is more likely than not to contribute positively and significantly to an organization's fiscal strength and vitality (Bassanini, 2004).

Conducive Working environment: Most businesses limit the rate at which they enhance the productivity levels of their workforce to skill acquisition. The kind of work place or environs where a worker operates also affects the level at which such an organization may flourish (Ochola, 2018). Akinyele (2010) suggested that about 80% of productivity concerns are as a result of the nature of a worker's environment in most organizations. Kusksus (2001) who noted that people are motivated to work better if they are provided with enabling environment and adequate working facilities. This according to him enriches their job as well as encourages and stimulates achievement.

A favourable work setting guarantees the well-being of workers which invariably will encourage them to apply themselves to their responsibilities with a high level of morale which may transform into higher productivity (Akinyele, 2007). The workers should be given healthy and conducive working environment for efficiency and effectiveness to thrive. This entails provision of befitting office accommodations with good furnishing for the purpose of staying put in the offices even after the closure of work. It has been identified long ago that some workers usually close for the day's job before time simply because their offices are not conducive while staff provided with befitting offices stay longer in the workplace with attendant improvement in productivity. Workers should be properly enlightened on precautionary issues so as to reduce to the barest minimum occupational hazards.

Good Welfare Packages: enriched job, employee benefits and employee stock ownership effects the motivation of workers in an organization (Ongalo and Tari, 2015). For instance, employee benefit such as pension scheme, medical cover, fitness/wellness programmes, leave policy, the retirement savings programme is sufficient, medical cover for staff and family is sufficient, long term and short term disability programmes are in place, fitness/wellness programmes are paid for, there is equal opportunity for leave (paternity/maternity/annual).

Positive Reinforcement: Skinner (1969) posited that individuals could be motivated by properly designing their work environment as well as praising their performance and that punishment for performance produces negative results (Koontz, O'Donnell

and Weihrich, 1983). To that extent, workers always desire to be appreciated or validated so that they see that their services worth something in the organization. Validation does not come in monetary terms. A simple “thank you so much” can go a long way to make a worker feel that he is on top of the world.

Every employee wants to be recognized and appreciated for good performance. They will come back to work feeling refreshed and grateful for the recognition. Recognizing employees for good performance and contributions in the organization enhances employee motivation (Ukandu and Ukpere, 2017). Management’s recognition of employees’ performance through motivation like praise (private or public) helps to boost workers emotional attachment to duty, therefore in turn making the actualization of organizations objective easy (Kumar and Kumar, 2013).

Relationship with Co-workers: An employee’s relationship with co-workers describes the associations that exist between workers of equal levels on the hierarchy in an organization without any form of authority over one another. Workers who enjoy great support from their co-workers are highly industrious and find their workplace friendly. Cummins (2010) stated that employees who have a decent affiliation with their fellow workers are usually prosperous and very productive in the workplace even when their jobs are very stressful. This means that a co-worker’s support is very essential in minimizing stress. Mayo, Sanchez, Pastor and Rodriguez (2012) as well agreed that co-worker support is vital in aiding productivity in the workplace. Although, the relationship that exists among co-workers as well as managers in relation to support has seldom been considered, the kind of relationships a worker has in terms of support from his co-workers has a very strong influence on his performance and productivity levels (Schaubroeck, Cotton and Jennings, 2015). A rational explanation of relations that exist amongst workers be it friendly or strictly professional has an impression on the level of effectiveness and efficiency of a worker which are elements of productivity. For instance workers who enjoy support from fellow workers also have personal relationships outside of work and bond more with their co-workers tend to appreciate the workplace and hence perform exceedingly well and are highly productive in their work as opposed to those with lesser support. Employees have a sense of belonging when they can comfortably request assistance from colleagues in the completion of certain jobs, which promotes unity (Mitchell & Ambrose, 2017). Consequently workers who relate well and enjoy working with their colleagues particularly when engaged in team work are highly productive. Such workers tend to be more devoted and motivated as opposed to their equals who lack such relationships with their co-workers. That is to say they operate more effectively

and efficiently with the success of the organization in mind (Hoobler& Brass, 2006; Kumar and Kumar, 2013).

Relationship with Managers: A worker's relationship with his/her manager describes the level of relations that exist between workers and their superiors i.e. managers, supervisors or bosses at the various levels on the hierarchical structure in an organization even when managers have the capacity or possess a certain level of power over them. Workers who enjoy great support from their managers are diligent and find their workplace friendly. As employees are the pillars of the organization, managers must ensure that they have a cordial relationship with their workers based on trust and mutual respect if they are to achieve high productivity levels from them. Therefore managers are to ensure that deliberate and well-structured initiatives are utilized by their organizations to build foundations for solid relationships with their workforce (Rai, 2013). Businesses and managers have a duty to cater for the needs of their workforce and this can be achieved by ensuring that employees are involved in decision making processes, receive feedback in terms of criticism as well as credit for their conduct and performances as well as enjoy personal or friendly relationships rather than strictly professional relationships with their managers (Sinha & Bajaj, 2013). Sustaining decent relationships with members of an organization's workforce is paramount and an effective way to closely monitor, evaluate and control the productivity gaps of the workforce. It also boosts the individual effectiveness, efficiency and productivity levels of workers because when managers take the time to build and improve relations as well as guide workers in their various roles, they will in turn produce more quality work. Only via such decent relations as well as a strong sensitivity in management can a unified entity be built (Chapman & Goodwin, 2021). Consequently, in large establishments, staying connected with a huge amount of workers can prove to be an intimidating task. It may be true that members of a workforce have personal relations with their immediate bosses, however that doesn't always give the workers an assurance that their organizations care for them as individuals, therefore the kind of relationships employees share with their managers really matters as having a faithful and dedicated workforce can be very vital to an organization as having a loyal customer base (Gillenson & Sanders, 2015). Good relationships with managers help in promoting commitment, high morale and confidence in the organization. It lays emphasis on performance, stability, growth and advancement of employees for improving an organization's competitive edge. It instils a sense of belonging and harmony amongst employees while creating room for the development of shared responsibilities which increases the confidence, determination, performance, productivity of workers. This in turn enables as well as encourages them

to improve organizational productivity. In addition, it reduces organizational conflict, promotes trust and understanding amongst workers (Vineet et al, 2013). Studies have proved that relationship of junior staff with senior staff is significant as it supports and fosters good manager-employee relations; it lessens organizational conflict at both individual levels and group levels and helps to build trust amongst co-workers and managers (Kumar and Kumar, 2013).

FACTORS THAT ENHANCE STAFF DEVELOPMENT

Studies generally agree that training is a major means to develop staff skills, knowledge and competence in the organization. Trainings such as attending seminars, conferences, scholarship abroad are vital to the development of staff in every organization.

Training: Staff training is one of the most important factors for improving productivity and achieving organizational effectiveness. Staff training and management development is a fundamental predictor of corporate performance. The only way to get people to like working hard is to train and motivate them (Obi, 2016). For any organization to succeed, training and re-training of all staff in form of workshops, conferences and seminars should be vigorously pursued and made compulsory (Olaniyan and Ojo, 2018). According to Ongalo and Tari (2015) development such as scholarships/training abroad, in-house/sensitization, scholarships are awarded on merit, sensitizations are regularly done, training is given on a fair and merit basis, the training and development policy applies at all levels, in-house training has improved skills and competency, employees are mentored in house to improve on their skills and competency, quarterly sensitizations are carried out to all staff, there is equal opportunity for training outside the country. Olaniyan and Ojo (2018) stated that training both physically, socially, intellectually and mentally are very essential in facilitating not only the level of productivity but also the development of personnel in any organization.

Conferences: Conferences are normally annual or bi-annual meetings of professional associations. It is during professional conferences that scholarly papers are presented by participants from various educational institutions in the country. Conference papers, which are usually based on an agreed theme and sub-themes, will help to increase the principal's knowledge, skills, administrative and teaching experiences because some conference papers deal with reports of research findings on educational issues or practices (Asaya, 2021).

Workshops: A workshop is a planned session of discussion or practical work on a particular subject matter. It could also be regarded as a forum where a group of people share their knowledge and experiences on particular topics. A workshop, therefore, may involve some discussions and demonstrations of new techniques of teaching some subjects or carrying out some projects. For a workshop to be effective it must be well planned and the participants sufficiently informed of the purpose and what they have to bring to the workshop. It is usually a moderate-sized group where each person has a problem to solve that is closely related to his field. A skilled consultant works with each group.

Seminars: Seminars are normally organized for professionals or personnel in organizations to keep them adequately informed of certain educational issues or development, which are vital to the performance of their primary functions and professional growth. The topics are generally chosen by the organizers who also commission or invite some resource people to prepare and/or present papers for the seminars. Unlike professional conferences where the presenter is given a few minutes to present his paper, papers at seminars are usually read by the presenter and discussed by the participants. Seminars could also be prepared in a book form and given to the participants, during the seminars. In this case, it will be easier for the participants from various schools to organize similar seminars in their respective schools (Singh and Sharma, 2014). Seminars are normally organized for professionals or personnel in organizations to keep them adequately informed of certain educational issues or development, which are vital to the performance of their primary functions and professional growth. The topics are generally chosen by the organizers who also commission or invite some resource people to prepare and/or present papers for the seminars. Unlike professional conferences where the presenter is given a few minutes to present his paper, papers at seminars are usually read by the presenter and discussed by the participants. Seminars could also be prepared in a book form and given to the participants, during the seminars. In this case, it will be easier for the participants from various schools to organize similar seminars in their respective schools (Singh and Sharma, 2014).

Mentorship and Guide: Mentorship is the experience of a skilled and competent employee through a working relationship between less experienced staff and a very experienced one. The use of proper guidance is explored to put the new staff on the right course of the conduct, and ways to carry out responsibilities give to him/her (Abubakar, 2019). Through paid training and tuition reimbursement programs as motivational tool, employers support employees who want to reach their career goals

by continuing their education (Mbah et al, 2018). Fejoh and Faniran (2016) studied the impact of in-service training and staff development on workers' job performance and optimal productivity in public secondary schools in Osun State, Nigeria. The findings show that results showed that in-service training and staff development had insignificant combined effects but significant relative effects on workers' optimal job productivity. Workers competency increases when they have the requisite knowledge and skills of doing the task assigned to them and these may not be readily available at the entry point. This is made possible through the constant and frequent in-service training and development programmes. In-service training and Development provide workers with the opportunities to improve their career opportunities and enhances them to get better positions in the organization and in doing so, organizations efficiency would be increased.

CONCLUSION

This paper established that there are different strategies for motivation and development in organizations. Motivation strategies such as compensation and rewards, development, conducive work environment and others, also development strategies such as trainings, workshops, seminars, mentorships were found to be effective in boosting staff competence and in turn contributing to enhancement of staff performance and achieving organizations objectives. These strategies were found to enhance organizational performance in several studies. Therefore, it is recommended that every organization should consider applying these strategies that could improve the level of motivation of the staff in organizations because staff development is pertinent since it is the only animate resource to control, direct, organize, co-ordinate and plan the use of other resources.

Contributions and Recommendation

In order to tackle the identified factors associated with staff development and motivation in organisations, the following contributions were made:

1. This study will help organizations and employers to manage the human resources in a more productivity way in order to achieve maximum efficiency and effectiveness in service delivery.
2. There should be positive reinforcement after training in terms of promotion to encourage employees to engage in staff development programmes.
3. The objectives of the training programme should be stated in clear terms so that all recipients will be mentally prepared towards it.
4. Adequate measure should be put in place to stop nonchalant attitude towards staff development programmes by the employees.

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