



## **EMPLOYEE JOB TRAINING AND SATISFACTION: A STUDY OF INQABA BIOTEC IN SUB-SAHARAN AFRICA**

**ARIYO Oluwajuwon Gabriel (Ph.D.)** 

Department of Business Administration and Marketing  
Faculty of Management Sciences, Redeemer's University,  
P.O Box 230, Ede off Gbongan – Osogbo Road, Ede Osun State Nigeria  
ariyoo@run.edu.ng

**OGUNMODEDE Henry**

Department of Business Administration and Marketing  
Faculty of Management Sciences, Redeemer's University,  
P.O Box 230, Ede off Gbongan – Osogbo Road, Ede Osun State Nigeria

**JOSHUA Temitayo**

Department of Business Administration and Marketing  
Faculty of Management Sciences, Redeemer's University,  
P.O Box 230, Ede off Gbongan – Osogbo Road, Ede Osun State Nigeria

### **Abstract**

*One of the most crucial and essential components of every successful organisation is its human capital. Utilising training is one of the most important ways for a company to get a competitive edge. Any successful organisation, or one that intends to flourish in the future, should be based on a staff that is eager to pick up new skills and knowledge. Therefore, having a happy staff is crucial for any organisation. All of Inqaba Biotec's personnel were included in the regression study design, which was employed. Although 141 workers made up the sample size, 104 completed questionnaires were taken from the Inqaba Biotec staff and used in the study. This research looked at how job satisfaction at Inqaba Biotec was affected by staff job training. To*

*find out whether employee job training aspects have an impact on Inqaba Biotec workers' job satisfaction, one hypothesis was examined. According to the research, employee job training—including coaching, mentoring, work rotation, induction, and vestibule training—had no discernible impact on how satisfied Inqaba Biotec employees were with their jobs.*

*Keywords: Job training; Employee satisfaction; Coaching; Mentoring; Job rotation; Induction; Vestibule training*

## INTRODUCTION

Human capital is a crucial and essential component of every thriving organisation (Al-Ghamdi & Javed, 2021). Human resources have played a crucial role in organisational performance during the last twenty years (Riyanto et al., 2023). Human resource management (HRM) is crucial for sustaining a competitive organisation (Al-Ghamdi & Javed, 2021). Utilising training is a critical strategy for organisations to get a competitive edge (Huang, 2019). Training is a crucial aspect of Human Resource Management (Al-Ghamdi & Javed, 2021). Management intentionally provides training to staff with identified skill gaps to enhance their competency (Nmadu, Idris, Aidelokhai, & Adamu, 2021). An organization's ability to overcome new obstacles is enhanced by the deployment of good training (Riyanto et al., 2023). The level of commitment an organisation has towards meeting the capacity development requirements of its workforce may be gauged by the amount to which it carries out scheduled training programmes (Tashobya, Nimusima, Mugabe, & Begumisa, 2022). Well-designed training programmes inspire and support employees in advancing their careers by equipping them with the necessary knowledge and skills, boosting productivity, enabling them to fulfil their roles effectively, and aiding the organisation in reaching its goals (Al-Ghamdi & Javed, 2021; Maharmeh, 2021). For an organisation to attain success and sustain it, it must have a staff that is prepared to learn and enhance their skills and capabilities (Al-Ghamdi & Javed, 2021).

Employee training is associated with enhancing corporate performance and boosting employee work satisfaction (Al-Ghamdi & Javed, 2021). Employment is a crucial aspect of individuals' lives, and their lifestyle is influenced by their occupations (Inayat & Jahanzeb Khan, 2021). Employees benefit greatly from regular tasks, and the whole organisation suffers a substantial setback if these tasks lead to employee unhappiness (Shaikh, Shaikh, & Shaikh, 2019). An employee who is content is more likely to be driven to achieve established goals and objectives (Agbonna, Oluyode, & Yakubu, 2023). Thus, it is crucial for any organisation to have content employees (Inayat & Jahanzeb Khan, 2021).

Job satisfaction is a multifaceted topic including a variety of emotions and circumstances (Inayat & Jahanzeb Khan, 2021). Measuring work satisfaction is not exact, however there are several methods to determine whether an individual is content or discontent with their employment (Ezeanyim, Ufoaroh, & Ajakpo., 2019). Many experts, such as Kanapathipillai & Azam (2020), consider training to be a key predictor of work satisfaction. Training is crucial for enhancing employee happiness, productivity, and the overall performance of the organisation (Schoeb, Lafrenière-Carrier, Lauzier, & Courcy, 2021). High job satisfaction leads to increased productivity, customer/patient satisfaction, positive customer experiences, and decreased staff turnover intention (Akinwale & George, 2020).

The significance of work training and its correlation with job satisfaction is growing as the environment grows more competitive and intricate each day (Inayat & Jahanzeb Khan, 2021). In Saudi Arabia, there is a common understanding that training is connected to work satisfaction (Al-Ghamdi & Javed, 2021). Organisations worldwide allocate a significant portion of their human resources budget to educate and develop people as an investment in the organization's human capital (Maharmeh, 2021). Thus, organisations should enhance workers' present skills and knowledge since trained employees tend to be more happy than untrained ones, which also establishes the organization's competitive advantage (Riyanto et al., 2023). Satisfaction in the workplace has been a significant factor in encouraging good work behaviour in the Nigerian company setting (Akinwale & George, 2020). Researchers have highlighted the importance of training in Human Resource Management for enhancing employee work satisfaction and have recommended more investigation (Riyanto et al., 2023). This study aims to investigate the correlation between employee job training and job satisfaction within an organisation, recognising the crucial role that employee training plays across several domains of human activity.

According to Akinwale and George (2020), it is vital for organisations to place a strong emphasis on the variables that contribute to job satisfaction. At the same time, it is essential for people to feel fulfilment in their work. The establishment of employee job satisfaction is a difficult task that requires the alignment of job training, work incentive, leadership, and organisational culture in a manner that is appropriately integrated and accepted by all employees (Paais & Pattiruhu, 2020). According to Caputo and Evangelista (2019), over 77% of employed persons in the United States of America are dissatisfied with their current employment, and the most common reason for workers to quit is because they are unhappy working in their current positions. It was shown in a research that a substantial proportion of workers in European countries suffer job dissatisfaction, particularly during the first year of employment, with rates ranging from 26.1% to 45.9% (Caputo & Evangelista, 2019). This was notably true during the first year of employment. There has been a 65.9% increase in the

rate of job failure among workers in the United States of America (Khaliq, Kayani, & Mir, 2020). A personnel turnover rate of 85 percent has been attributed to dissatisfaction with one's employment in Nigeria (Oumwense, 2018). Furthermore, workers with low incomes, young workers, workers who are marginalised, and notably individuals who work part-time are more likely to be dissatisfied with their jobs (LaCasse, 2019).

The relationship between employee work training and satisfaction has been the subject of several research. On the other hand, the majority of them were carried out in industrialised nations such as Nigeria. Instead of being carried out by genomics firms, the research projects were generally carried out in sectors such as banking, logistics, aviation, and transportation. According to Ezeanyim et al. (2019), these industries are either profit-oriented or service-oriented, and they all have one thing in common: the workers are not satisfied with their jobs. A number of managers at this organisation have employed a variety of tactics, including the provision of a staff canteen, special allowances, inflation adjustment incentives, and Christmas takeaways. According to Ezeanyim et al. (2019), these efforts have not been sufficient in terms of inspiring staff members to reach satisfactory levels of work satisfaction. A research into the relationship between employee training and job satisfaction was conducted at Inqaba Biotec (Ezeanyim et al., 2019). This inquiry was launched as a result of the inability of managers to ensure satisfaction at work while also providing welfare packages.

## LITERATURE REVIEW

### Job Training and Satisfaction: definitions and concepts

Training, as defined by Kanapathipillai (2021), is a learning process aimed at acquiring the necessary knowledge, skills, and intellect needed to accomplish organisational objectives. Intellectuals (Garavan et al., 2021; Moè & Katz, 2020) suggest that training improves performance and enhances the well-being of people in organisations. Training is the act of aiding people in acquiring certain skills or addressing shortcomings in their job performance (Jarosz, 2021).

Training, as defined by Huang (2019), is a deliberate and organised endeavour to alter or enhance knowledge, abilities, and attitudes via educational experiences in order to attain proficient performance in a certain task or set of tasks. Training is a structured kind of instruction designed to improve workers' knowledge, skills, and attitudes to help them do duties effectively (Nmadu et al., 2021).

Training is a deliberate initiative by a firm or organisation to help people acquire job-related skills (Huang, 2019). Training is seen as a way to get structured information to

influence workers' conduct in a specified way to achieve a particular task (Nmadu et al., 2021). The goal of training is to inspire employees to enhance their abilities to perform at a high level in their current role and expand their knowledge for future prospects within the organisation. The efficiency and productivity of an organisation depend on the knowledge of its people, regardless of its technical progress level (Nmadu et al., 2021). Training is a significant method for enhancing employee skills, fostering people growth, enhancing organisational competitiveness, and boosting individual and organisational performance (Aziez, 2022; Huang, 2019; Otoo, Otoo, Abledu, & Bhardwaj, 2019).

### **Herzberg's Two Factor Theory, Job Training and Satisfaction**

According to Herzberg's Two Factor Theory, which is also often referred to as Herzberg's Motivator-Hygiene Theory, there are two extremes on a scale that are associated with employee happiness and dissatisfaction with their employment. Employees' job satisfaction and desire to work may be improved by intrinsic elements such as success, responsibility, acknowledgment, and development (Ezeanyim et al., 2019; Singh, Kaur, Verma, & Kumar, 2019). Intrinsic variables include things like growth, recognition, and growth opportunities. The will to achieve, the drive for growth, and the desire to better oneself are all characteristics that are indicative of an accomplishment (Ezeanyim et al., 2019). According to Singh et al. (2019), extrinsic factors, which include things like salary, benefits, and the working environment, are regarded to be contributing factors in preventing employee dissatisfaction. The findings of the study showed that the factors that contribute to job satisfaction are distinct from those that cause dissatisfaction in the workplace. On the other hand, according to Singh et al. (2019), Herzberg stated that supplying all of the Hygiene Factors does not ensure that workers would be happy in their jobs. Corporate policy and administration, technical supervision, remuneration, interpersonal interaction with supervisors, and working conditions are all components that make up the hygiene factors. According to Ezeanyim et al. (2019), these elements are connected to the substance of the employment. Therefore, job satisfaction is not the only factor that determines work productivity; rather, it is only one of the elements that influence work productivity (Singh et al., 2019). This is one of the limitations of this hypothesis, which states that having content workers does not necessarily result in increased output. According to Singh et al. (2019), a firm may be let down if it anticipates that an improvement in job satisfaction would result in a rise in work productivity on the part of its employees.

When it comes to improving the performance or productivity of workers, it is necessary to address problems related to motivation (Singh et al., 2019). Employees who are

engaged in their job contribute to improved organisational performance, which in turn has a positive effect on the quantity of work that is accomplished by the company. On the other hand, employees who lack motivation have a detrimental influence on the performance of an organisation, which may result in individuals quitting the organisation or performing below expectations (Singh et al., 2019). Consequently, it is of the utmost importance for an organisation to ensure that the components that motivate people are satisfied.

### **Hierarchy of Needs Theory, Job Training and Satisfaction**

The Hierarchy of demands theory asserts that unmet significant demands generate pressure and serve as motivating forces, whereas needs that have already been fulfilled need no more motivation (Kaur, 2019).

As to the theory proposed by Ezeanyim et al. (2019), individuals have 5 basic wants that are triggered in a hierarchical manner, as outlined by Singh et al. (2019): Physiological requirements, Security needs, Affiliation needs, Esteem needs, and Self-actualization needs. The needs are activated in a precise sequence from the lowest to the highest level, where the lower level need must be satisfied before the next level need is activated, as described by Singh et al. (2019).

Maslow's theory posits that a need that is almost satisfied no longer serves as a motivator, since needs are never completely fulfilled (Singh et al., 2019). According to Maslow, in order to inspire an employee, the employer must comprehend the individual's position on the hierarchical pyramid (Singh et al., 2019). Self-actualized workers are more inclined to operate at their peak creative capacity (Singh et al., 2019). Career development and fringe benefits are components of motivation factors within an organisation. They encompass the management's use of perceptions, variables, methods, strategies, and activities to create a conducive environment for employees to meet their needs, leading to satisfaction, dedication, and effectiveness in their roles (Osewe & Gindicha, 2021). When an organisation invests in employee training and development, providing specific job-related training, it can help employees perform their roles more effectively, reducing stress levels and fostering a sense of belonging and loyalty. This leads to increased employee satisfaction and strong employee dedication, therefore reducing turnover intentions (Amen, Sumayya, & Butt, 2021). Nugroho, Asbari, Putra, Riyanto, and Chidir (2021) emphasise that coaching may enhance individuals' feeling of belonging, leading to increased commitment.

### **Employee Job Training and Satisfaction**

High-quality human resources are essential for the success of every organisation, hence every organisation should strive to enhance the calibre of its personnel (Orimuo, Mukoro, &

Okereka, 2023). Employees are valuable assets to an organisation and are crucial in maintaining the organization's successful reputation (Aziez, 2022; Ezeanyim et al., 2019). Human capital's growth and development are vital to the organisation. It is crucial to prioritise offering training and development opportunities to these personnel to enhance their work performance and efficiency (Isa, Sunday, Adamu, & Solomon, 2023). Training is a crucial and continuous investment in human resources to help people develop skills and gain information in order to reach organisational objectives (Huang, 2019). An effective training programme is proposed to significantly influence workers' job satisfaction levels (Al-Ghamdi & Javed, 2021).

Employee job satisfaction results in several good behavioural consequences in the workplace (Akinwale & George, 2020). Highly contented employees tend to be timely, productive, devoted, and content in their personal life (Inayat & Jahanzeb Khan, 2021). Providing workers with training opportunities to enhance their abilities will boost employee satisfaction inside the organisation (Al-Ghamdi & Javed, 2021). Additionally, workers that are very satisfied are likely to have lower turnover rates (Eliyana & Muzakki, 2019). The theory is as follows:

*H<sub>01</sub>: Employee's job trainings (employee coaching, employee mentoring, employee job rotation, employee induction, and employee vestibule training) does not have effect on job satisfaction in Inqaba Biotec.*

## RESEARCH METHOD

### Research Design

This study used a quantitative research methodology, focusing on numerical data (Alam & Asim, 2019). The study approach is used to elucidate phenomena, attitudes, views, behaviours, or other specified variables by gathering numerical data that are then examined utilising statistically grounded methodologies (Baluyos et al., 2019). Regression analysis was conducted to assess the influence of employee work trainings on employee job satisfaction at Inqaba Biotec.

### Sampling

The personnel at Inqaba Biotec were chosen as the sample unit for the research because they were in a more advantageous position to comprehend the impact of training on their job satisfaction. The study was limited to people working at Inqaba Biotec. Inqaba Biotec is a unique African Genomics company that was established in 2002. Currently, Inqaba Biotec holds an average of 141 employees across South Africa, Ghana, Kenya, Mali, Nigeria, Senegal, Tanzania, Cameroon, Benin, Uganda and Zimbabwe, creating a sales and support network across Sub-Saharan Africa. This facilitates the company's aim of getting

better support and logistics to customers in the field of life sciences and molecular diagnostics as part of their contribution to further developing Science and Technology in sub-Saharan Africa. Inqaba Biotec's core service includes Oligo synthesis, Sanger and Next Generation sequencing, Bioinformatics, Animal genetics, DNA/RNA extraction, Paternity testing, Fragment analysis, PCR Analysis, life science Instruments services, repair and maintenance, and Molecular Biology techniques workshops. Inqaba Biotec is Africa's Genomics Company, which provides efficient, cost-effective, innovative products and technologies to Africa.

The research utilised the simple random sampling approach. This sampling strategy ensures that every element in the population has an equal and known probability of being picked as a subject. It is the least biased method and yields highly generalisable findings for researchers (Alam & Asim, 2019). Thus, this research established that all employees who were ready to participate were granted equal permission without any bias. Several scholars have used this approach, such as, (Khaliq et al. 2020). Simple random sampling guarantees that every individual in the population has a same probability.

### Collection of Data

A structured self-administered questionnaire was used for data collection. Research assistants were recruited to help administer the instrument to gather the data due different research study locations. However, the research assistants were oriented on the significance and objective of the study. Also, the research assistants were taught how to approach and communicate with participants. Moreover, participants were given time to complete the questionnaire before retrieval which allows them to feel relaxed without being tensed while still giving relevant information.

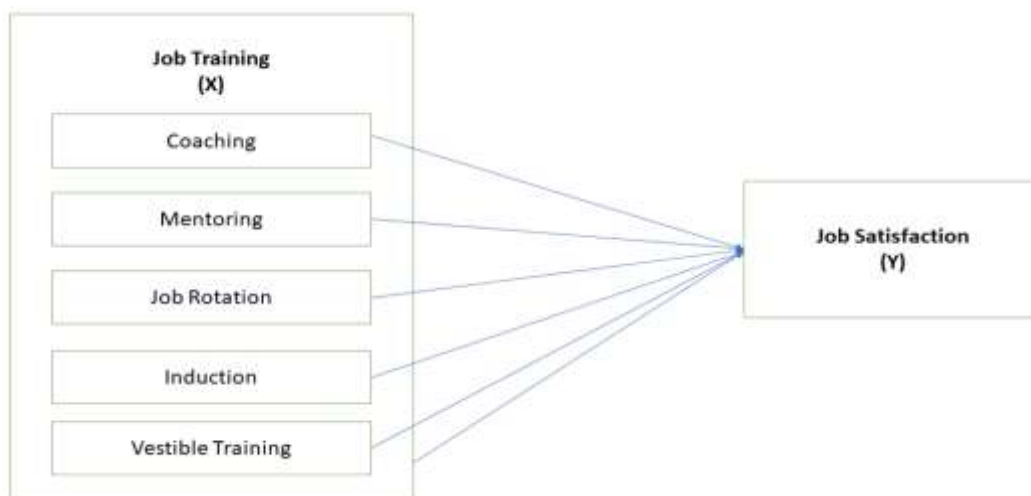


Figure 1: Conceptual Frame Work



Table 1. Demographic profile of the respondents

Demographic Variables	N	%
<b>Age</b>		
20-29	33	31.7
30-39	57	54.8
40-49	13	12.5
50-59	1	1
<b>Total</b>	<b>104</b>	<b>100</b>
<b>Gender</b>		
Male	56	53.8
Female	48	46.2
<b>Total</b>	<b>104</b>	<b>100</b>
<b>Marital Status</b>		
Single	51	49
Married	53	51
<b>Total</b>	<b>104</b>	<b>100</b>
<b>Education</b>		
O Level	3	2.9
OND/Diploma	6	5.8
HND/BSc	49	47.1
MSc/MBA	41	39.4
PhD	5	4.8
<b>Total</b>	<b>104</b>	<b>100</b>
<b>Working Hours</b>		
4-8 hours	52	52.9
9-13 hours	42	40.4
14-18 hours	7	6.7
<b>Total</b>	<b>104</b>	<b>100</b>
<b>Stay in the Organization</b>		
Below 1 Year	16	15.4
1-5 years	58	55.8
6-10 years	30	28.8
<b>Total</b>	<b>104</b>	<b>100</b>
<b>Type of Employment</b>		
Contract	21	20.2
Full Time	78	75
Part Time	5	4.8
<b>Total</b>	<b>104</b>	<b>100</b>

Table 2. Reliability coefficients

Variables	Cronbach's Alpha	No of Items
<b>Employee Coaching</b>	0.65	5
<b>Employee Mentoring</b>	0.65	5
<b>Job Rotation</b>	0.92	4
<b>Employee Induction</b>	0.92	5
<b>Vestibule Training</b>	0.78	4
<b>Job Satisfaction</b>	0.86	17

## Data Analysis

This revolves around the data collection and interpretation of the information gathered (Alam & Asim, 2019). Data retrieved from the questionnaires were analysed using descriptive and inferential statistics. Descriptive statistics, which include various statistical methods such as tables, charts, percentages, mean and standard deviation, were used. Data was collected, coded, and entered on a spreadsheet. Meanwhile, a regression analysis was used to test hypotheses for inferential statistics.

## RESULTS

### The Descriptive Analysis

Table 3. Employee Job Coaching

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Collaboration	104	1	6	4.71	1.44
Openness	104	1	6	4.09	1.75
Goal Oriented Relationship	104	1	6	4.11	1.53
Expertise Specific Skills	104	1	6	4.28	1.75
Feedback	104	1	6	3.50	1.44

The mean values for employee job coaching goes above the average which is (3). Due to the findings that the mean values are above three (3), shows that the constructs of employee job coaching is above average. This shows that, the responses to the employee job coaching construct questions tilts towards agreeing, and they are very much obliged with the constructs of employee job coaching.

Table 4. Employee Mentoring

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Career Development	104	1	6	3	1.31
Personal Development	104	1	6	4.37	1.25
Choices	104	1	6	3.49	1.68
Care Support	104	1	6	4.71	1.20
Personal Change	104	1	6	4.90	1.16

The mean values for employee mentoring goes above the average which is (3). Due to the findings that the mean values are above three (3), shows that the constructs of employee mentoring are above average. This shows that, the responses to the employee mentoring construct questions tilts towards agreeing, and they are very much obliged with the constructs of employee mentoring.

Table 5. Employee Job Rotation

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Task Rotation	104	1	6	4.77	1.22
Dept Rotation	104	1	6	4.83	1.19
Job Location	104	1	6	4.64	1.25
Transfer	104	1	6	4.80	1.17

The mean values for employee job rotation goes above the average which is (3). Due to the findings that the mean values are above three (3), shows that the constructs of employee job rotation are above average. This shows that, the responses to the employee job rotation construct questions tilts towards agreeing, and they are very much obliged with the constructs of employee job rotation.

Table 6. Employee Induction

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Values	104	1		4.84	1.21
Rules and Regulations	104	1	6	4.88	1.15
Organization Structures	104	1	6	4.66	1.18
Organizational Policies	104	1	6	4.55	1.22
Organizational Mission Statements	104	1	6	4.36	1.25

The mean values for employee induction goes above the average which is (3). Due to the findings that the mean values are above three (3), shows that the constructs of employee induction are above average. This shows that, the responses to the employee induction construct questions tilts towards agreeing, and they are very much obliged with the constructs of employee induction.

Table 7. Employee Vestibule Training

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Tools	104	1	6	4.40	1.30
Machinery	104	1	6	4.48	1.29
Retreat	104	1	6	4.35	1.36
Outside Office Space	104	1	6	4.16	1.31

The mean values for employee vestibule training goes well above the average which is (3). Due to the findings that the mean values are above three (3), shows that the constructs of employee vestibule training are above average. This shows that, the responses to the employee vestibule training construct questions tilts towards agreeing, and they are very much obliged with the constructs of employee vestibule training.

### Regression analysis

Table 8. Hypothesis Testing

<b>Variables</b>	<b>B</b>	<b>t-value</b>	<b>p-value</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>F-value</b>	<b>F-sig</b>	<b>Beta</b>
<b>Constant</b>	5.02	0.95	0.34	0.84	0.70	47.01	0.00	
<b>Employee coaching</b>	0.19	0.85	0.39					0.55
<b>Employee mentoring</b>	0.26	0.75	0.45					0.65
<b>Employee job rotation</b>	0.75	1.46	0.14					0.17
<b>Employee induction</b>	-0.41	0.88	0.38					-0.12
<b>Employee vestibule training</b>	2.87	0.73	0.00					0.74

Predictors: (constant), employee job training (employee coaching, employee mentoring, employee job rotation, employee induction, and employee vestibule training)

The multiple regression analysis of employee job training (employee coaching, employee mentoring, employee job rotation, employee induction, and employee vestibule training) and Job satisfaction of the respondents who are employees of Inqaba Biotec. The independent variable; employee job training (employee coaching, employee mentoring, employee job rotation, employee induction, and employee vestibule training) on the dependent variable; job satisfaction has F-statistics of 41.01, which was not statistically significant ( $p = 0.34$ ). Therefore, we accept the hypothesis that employee job training does not affect their satisfaction.

## DISCUSSION

The study investigated employee training and satisfaction, a case study of Inqaba Biotec spread across countries in Sub-Saharan Africa. The hypothesis was based on determining the effect employee job training has on the job satisfaction amongst the employees of Inqaba Biotec. The findings of the investigation are discussed as follows:

The effect of the independent variable employee job training (employee coaching, employee mentoring, employee job rotation, employee induction, and employee vestibule training) was found not to be statistically significant on employee job satisfaction at Inqaba Biotec.

This finding negates the findings from the submission of (Kanapathipillai, 2021) on the impact of training and innovation on organizational performance in the hospitality industry in Malaysia. The findings also negates the submission of (Crispus et al., 2022) on training and job satisfaction in Vietnam, using a quantitative approach and found positive effect. Similarly, (Osewe & Gindicha, 2021) study on Effect of Training and Development on Employee Satisfaction: A Case of the Judiciary of Kenya revealed that there is positive relationship between training need, relevance of training and number of training and employee satisfaction. Also with (Al-Ghamdi & Javed, 2021) where they deduced a statistically significant effect of training on job satisfaction among the employees in Saudi Arabia. Similarly, A descriptive quantitative study on impact of training and development on employee performance at Adamawa state ministry of education, Yola by (Isa et al., 2023) study revealed that there is a positive impact of training and development on job satisfaction, to which the finding also does not align with. Meanwhile, the finding of this study that negates the cited past studies, could be because it was done in an entire different industry though a single organisation but also spread across countries unlike previous researches.

## CONCLUDING REMARKS

### Conclusion

This study examined the effect of employee job training on job satisfaction in Inqaba Biotec in Nigeria. Human capital is an important and valuable aspects of any successful organization. One hypothesis was tested to determine whether employee job training (employee coaching, employee mentoring, employee job rotation, employee induction, and employee vestibule training) have an effect on the satisfaction of employees of Inqaba Biotec.

The findings revealed that employee job training (employee coaching, employee mentoring, employee job rotation, employee induction, and employee vestibule training) had no significant effect on job satisfaction in Inqaba Biotec.

### **Theoretical Implications**

Herzberg's motivation-hygiene theory is substantiated by the findings of this study. The effect of employee job training on satisfaction, shows that in line with the Herzberg motivation-hygiene theory, when employees are motivated, it breeds satisfaction, and has every tendency to escalate employee satisfaction.

Abraham Maslow's hierarchy of needs theory states that an unmet need generates pressure and serves as a driving force, whereas needs that have already been fulfilled do not need motivation. According to Maslow, in order to encourage an employee, the employer must comprehend the individual's position on the hierarchical pyramid.

This theory is well supported in this work as it posits that when an organisation invests in the training and development of its employees or provides them with job-specific training, it leads to improved job performance, reduced employee stress levels, and fosters a sense of belonging and loyalty. This leads to increased employee satisfaction and strong staff engagement, resulting in reduced turnover intentions. Furthermore, this approach emphasises how coaching may enhance individuals' feeling of belonging, so bolstering their commitment.

### **Limitations and Future Research**

The study's conclusions should not be extrapolated due to its limited scope. Data collection was restricted to the staff of Inqaba Biotec. Thus, the results of this research may not be applicable to other genetic companies and should not be generalised to organisations not part of this study. Additionally, the researcher is constrained to the data given by the respondents, therefore unable to ascertain the trustworthiness and quality of the information.

This research may be expanded to include genomics organisations outside Sub Saharan Africa. Furthermore, researchers might broaden the scope of this study by including other genomic organisations from other Western African countries to guarantee the validity of generalising the results.

### **DATA AVAILABILITY**

Data generated at a central, large-scale facility, available upon request. Raw data were generated at Inqaba Biotec. Derived data supporting the findings of this study are available from the corresponding author Ariyo O.G. on request.

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