



Impact of training and development on organizational productivity: A study of mobile telephone network (MTN) Enugu State, Nigeria

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Abstract

Employees are the major assets of any organization. Every organizations needs well trained employees to perform the activities effectively and efficiently. It is the continuous process of the organizations that helps to develop skills, knowledge, and abilities. Training and development leads the better performance of employees and general productivity of an organization. In this globalization era, training and development is crucial for the competent and challenging business. It is the nerve that needs to help enhancing the quality of work life of employees and development of the organization. Training and development is the crucial factors of enlightening the employee performance in most organizations. The purpose of the study is to examine the impact of training and development on organizational productivity. The population of the study is 200 staff of Mobile Telephone Network Enugu State. There was no need for sampling since the population is manageable. The study adopted survey research design. Structured questionnaire was used as instrument for data collection. Two experts from department of Public administration of Ebonyi State University, Abakaliki validated the instrument. It was further subjected to reliability test using Cronbach alpha statistic which yielded overall reliability coefficient of 0.82. Descriptive statistics of mean and standard deviation were used to answer the research questions. The t-test for non-correlated data was used to test the hypotheses at 0.05 level of significance. The data analysis was carried out with the help of statistical package for social sciences (SPSS) software. The results revealed that Training and development increases employee's-confidence on different tasks, helps employees to do things right, facilitates accurate decision-making in tasks assigned to employees, increases employees' job satisfaction, enables employees to cope with pressure , provides employees with capacity, enables employees to handle unexpected circumstances in the company effectively, lack of staff motivation, poor choice and design of training method, Poor attitude of staff, lack of training experts, poor management attitude towards training and Lack of motivation plan affects training and development of employees in Mobile Telephone Network in Enugu State.

Keywords: training, development, organizational productivity

Introduction

In this era of globalization and advance technology; employee training and development has become the most challenging task for any organization. In order to be competitive and profitable, every organization focuses on training and development of its human resource in order to guarantee optimum productivity. At present, a lot of organizations Mobile Telephone Network are going through this issue of high turnover and low employee job satisfaction which is extremely detrimental for them. Therefore, every organization should retain their talented employees, it will also save money because attracting and selecting new employees is quite difficult and expensive process (Akhter & Tariq, 2020) ^[3]. Contributing, Mozael (2015) ^[21] posited that the world is becoming smaller and our business is becoming larger as the result of globalization. In this regard the companies must be competitive to face the challenges of the globalization. The competitive advantages of the firm depend on the knowledge and skills possessed by the employee. Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance

Highly skilled and talented employees are considered as the most valuable asset of an organization because they have an uninterrupted influence on firm's productivity, profitability and reputation. If the performance of employees is positive then it will lead the organization towards the path of success and achievements but if the performance of employees is negative then it will lead towards the failure, that's why employees are called backbone of any organization (Nguyen & Duong, 2020). Training is supposed to be an expense for the company but in reality, investing in training and development has proved to be beneficial for the organization. Previous

researchers discover that there is strong influence of training on commitment and constant commitment has negative relation with employee turnover (Khan, 2018) ^[15].

Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance (Mozael, 2015) ^[21]. According to an earlier study by Omoikhudu (2017) ^[28], training have the greater impact on employee's decision to quit or to hold on. Additionally, it says that employees feel more delighted, satisfied and cheerful when their performance is being appreciated by managers or supervisors which make them more active and motivated toward their roles. The result of recent study by Chaudhary & Bhaskar (2016) ^[8] disseminates that the companies who incorporate training and development practices at their workplace will have greater employee satisfaction and decreased turnover.

Training is currently in a state of crisis around the world mostly due to the harsh economic climate. As a result, organizations such as Mobile Telephone Network (MTN) are forced to cut down on training budgets as one of the first line of items to reduce expenses. This means that the lofty ideas about continuous learning and professional development of employees have to give way to concrete justification with convincing evidence that they will deliver bottom-line results and contribute to the achievement of organizational objectives (Kirkpatrick & Kirkpatrick, 2016) ^[19].

The current economic challenges and crisis in the training world can result in low-level productivity of employees. Some organizations incur many losses inform of wastage arising from mistakes made by workers who lack the specific skills needed to perform their jobs effectively. Another major problem faced by Mobile Telephone Network Enugu, resulting from the non-existence of training and development plans is job dissatisfaction. It is against the background that the researcher intends to examine the impact of training and development on organizational productivity: A study of Mobile Telephone Network (MTN)

Purpose of the Study

The study examined the impact of training and development on organizational productivity: A study of Mobile Telephone Network (MTN).

Specifically, the examined

1. The impact of training and development on organizational productivity
2. The factors affecting training and development of employee in Mobile Telephone Network

Research Questions

1. What is the impact of training and development on organizational productivity?
2. What are the factors affecting training and development of employee in Mobile Telephone Network?

Significance of the Study

The outcome of this study is integral to management, members of staff, human resource management, and researchers in making informed decisions about employee training. Top management can make decisions that develop employee performance through organizing training and performance development programs. Mobile Telephone Network (MTN) employees were used as a case study for the need for training and consistent participation as they have inside knowledge of MTN business operations. This study will provide the human resource department with relevant information for appropriate planning and implementation of training and development programs. This study will also serve as reference material for additional studies into the subject matter.

Review of Related Literature

Concept of Training

The term "training" has been the subject of debates by numerous scholars over the past decades. Training is an organizational activity and critical investment in a strategy that involves time, energy and money, resulting in internal promotion, succession planning and staff development (Topno, 2012). Training is a set of organized action designed to improve an individual's competence, knowledge and skill levels in order to complete daily activities (Sung and Choi, 2018; Abomeh and Peace, 2015; Jehanzeb and Bashir, 2013; Nassazi, 2013) ^[25]. Tharenou et al. (2007) ^[34] acknowledge training as a general contributing factor for enhancing individual and organizational performance.

Walters and Rodriguez (2017) describe training as a learning experience to boost short- and/or long-term employment performance. Mpofu and Hlatywayo (2015, p.12) support the above description and emphasis that continuing training is a conscious process of changing trainee's attitudes, knowledge or skills through a practical or field learning experience to accomplish effective work performance in one action. Training is the step by step process that empowers the learner to attain the goals of the organization. Almost all of the researchers admit that the training and development of employees have vigorous effect on the achievements of both employee and organization. And it has been reported by the American Society of Training and Development that around \$126 billion is spent by the organizations on training and development of employees on yearly basis (Patare, 2019).

Types of Training

There are certain factors that determine the type of employee training suitable to a specific organisation. These include the job description, skill gap to be filled, the employees' current qualifications, and the difficult tasks employees encounter in fulfilling the responsibilities of the job. Also, employee size to be trained, availability and cost can be factors to consider (Adamu, 2008). An employees' current, or future job role is also a major deciding factor in the model of training to be adopted (Ezigbo, 2011). The models of training that can be implemented fall broadly into two types namely: on-the-job and off-the-job training, (DeCauza et al, 1996).

On-the-job training (OTJ)

This is a model designed to provide training to employees in their normal/routine working environment. The goal of this type of training is to allow employees familiarize with their normal working circumstances, i.e. during the training period; employees would directly use processes, machinery, and equipment that will be used routinely. Additionally, it provides employees with first-hand experience on how to handle difficulties that may arise during the execution of a task. Trainees aim to learn by observing the supervisor or a more experienced employee performing a specific task. To perform the task, trainees are guided by the instructions of the supervisors. This method is very common amongst companies for training employees currently working at the organisation and sets the tone for employees that will be hired in the future due to its cost-effectiveness and simplicity.

Off-The-Job training

This method of training is done at an organized off-site, at a different location from the current organization for an agreed time. The purpose of this method of training at a different site to provide employees with a change of scenery which most times has a positive impact. They can also analyse previous behaviours for the purpose of reflection on what has been successful and what has not (Okanya, 2008). The trainees are provided with educational material, which covers the theory aspect. During the type of training, trainees feel more inclined to express their views and feelings. They can also explore new and pioneering impressions using case studies, conferences, seminars, audio-visuals, lectures, simulations and role-play. This is an expensive training method with expenses including the place of training, facilities used in training the employees, and hiring experts to add value to the training.

Impact of Training and Development of Staff/Employee in an Organization

There has been growing concern over the adverse effect of fast-paced globalization and technological advancement on the need for competing organizations to change the ways they operate (Elnaga and Imran, 2013). These changes keep changing the nature of tasks, so it is clear that people need to adapt to new challenges by learning more about their responsibilities and their ability to discharge their duties (Tai, 2006).

Given the above, human resources are responsible for implementing some development strategies for numerous ambitious organizations. Among the essential techniques, human resources teams play a crucial role in providing thorough and effective training and development, which is the organizational activity concerned with improving workers' performance in the corporate settings (Elnaga and Imran, 2013; Noe, 2005; Also, Pouslston (2008) emphasizes the relevance of staff training as the avenue for staff to transfer information and converse flawlessly in the work setting.

A group of researchers emphasized the importance of training staff or workers, mainly as it is a planned intervention designed to improve competitive advantage over other firms through their job performance (Sahinidis, 2008; Armstrong 2000). This is mainly a scenario that enables staff to improve their skills and experience that ensure organisational performance. Hence, information and skills are considered essential requirements of a competent staff needed to pilot the growth of an organization and this could be best be achieved if staff are adequately trained, particularly for performance enhancement (Sultana et al., 2012) ^[30].

Weil and Woodall (2005) ^[36] enlighten that staff training enables the organisation to strike a balance between their current and anticipated performance - desired goals or standards and specific performance levels (Mullins, 2007). Ampomah (2016) supports this statement and argues that training can be used as an active way to improve skills and knowledge to avoid difficulties and be an effective way to develop skills or deficiencies in staff. Consequently, this could lead to retaining talents and motivation of staff as their skills improve over time. Also, it was found that job-related training boosts the ability of staff to execute their jobs and convey a powerful message to staff concerning the management's commitment toward customer service (Acton and Golden, 2003; Babakus et al., 2003) ^[5]. This could encourage them to develop a positive attitude towards their work and adhering strictly to the training programs introduced by their managers. However, Elnaga and Imran (2013) posit that any reputable organisation must consider and adopt an effective training program. To this end, Cartwright (2005) maintains that the effective training system influences the staff abilities and performance in an organization from which individuals related to career progression can benefit from new opportunities.

Scholars and practitioners alike (Jain & Moreno; 2015; Meyer et al., 2016; Moullin, 2016; in recent years have increasingly recognized the impact of T & D on organizational performance. Ongori and Nzonzo (2011) emphasized that T & D guarantees that the organization has operative employees to encounter the challenges of its vigorous market. The process of T & D embraces a wide assortment of knowledge activities, and enhances an organization strategy, thus converting it into a learning organization (Niazi, 2011) emphasized

that in a learning organization, employees recurrently expand their capabilities in order to achieve the outcomes demanded.

In regard to Mobile Telephone Network (MTN), the concept of T & D is not new, and contemporary T & D matters and organizational performance have attracted various scholars (Gaffor & Cloete, 2010; Green, 2016). The failure of an organization to accomplish its objectives with current capabilities results in skills gap, and thus HRD is one of the key solutions to those identified skills gaps (Memon, 2014).

Factors militating against effective training in Mobile Telephone Network (MTN)

Challenges are usually associated with the implantation of training as a result of various factors. These challenges could result from organizational, managerial, or individual reasons (Ndimande, Chisoro and Karodia, 2016). The attitude of the top management is among the factors that militate against effective training in some organizations (Kum et al., 2014). For example, Robbins et al. (2003) concur and note that many employers oppose training programs because they believe that equipping people to become staff lies with the education system, not the company.

As Ndimande et al. (2016) cited Tabashi (2012), the lack of staff motivation on training could be a factor. Motivation is a psychological force that encourages participants to learn and understand the training and development programmes that determine how best newly acquired knowledge can be maximised in the workplace (Ndimande et al., 2016). Thus, motivation increases staff productivity and willingness to adhere to and complete a training program within a given timeframe. Carrel As Ndimande et al. (2016) cited Tabashi (2012), the lack of staff motivation on training could be a factor. Motivation is a psychological force that encourages participants to learn and understand the training and development programmes that determine how best newly acquired knowledge can be maximised in the workplace (Ndimande et al., 2016;). Thus, motivation increases staff productivity and willingness to adhere to and complete a training program within a given timeframe.

The choice and design of training programme method could be a militating factor. For example, Driskell (2012) discovered in his study that training and development are also affected by elements such as "the type of training program initiated, the contents of the training, and training expertise". The poor training design has a detrimental consequence on its effectiveness, as the selected training programs frequently fail to reach their objectives (Tennant et al., 2012:20).

The attitude of the staff is another contributing factor in training (Haslinda and Mahyuddin, 2009, as cited by Mohamed and Alias, 2012). This attitude could be a result of too many training programmes in place in the organization. Orlando (2012) agrees that the causal factor and provision of incentives could motivate them to develop a positive attitude toward training. This positive attitude could ultimately lead to job satisfaction of the staff. Another factor that could lead to the negative attitude of the staff toward training could be managerial support that is lacking (Birdi, 2005).

Theoretical Framework

Employee training has two major theoretical approaches, which are, the human capital approach and the technology-based approach. The human capital approach suggests that training is an investment in human capital whereby gains achieved from increased productivity levels are greater than the cost of training (Luo, 2000). The technology-based approach suggests that training is a skill formation process. According to this approach, training in the contemporary period is driven by a rapid change in technology and work reforms. To reform employee performance and growth, this type of training is preferred as it explores the needs of an organization.

Luo (2000) says that organizations face challenges with trainings as a result of four different factors. Firstly, trainings that are conducted are not essentially tied to the technicality of the role. Secondly, prior needs assessments are rarely performed, despite suggestions to do so in most training guides. Third, training instructors and organizations rarely evaluate outcome(s) resulting from trainings. Evaluation, when one is done, is often focused on how trainees feel about the training and not what was learnt. Feedback forms often referred to as "smile sheet", as the response from trainees to determine the impact of the training. Fourthly, the rapid expansion of personal development and training has

Empirical Framework

Rowland et al. (2017) carried out a research on the impact of training and development on employees in Jordanian banks. The study concluded that training improves skills, knowledge, learning new work methods, job performance, behaviours and productivity. However, the study also found that this had less of an impact on job satisfaction, teamwork, and creativity. In various literature, several studies on the impact of training on the performance of employees or staff in banks report predominantly positive effects. Charity (2015) investigated the effect of training and career development on staff performance in a Kenyan commercial bank. The researcher used a case study design and employed a more expansive approach by distributing questionnaires to 6 branches of Kenyan commercial banks and employed a census sampling to select 196 respondents from 6 bank branches. Strong report of respondents agreeing that the training of staff positively influences their performance. Imran and Tanveer (2015) researched the impact of training and development on staff performance in Pakistan banks. The study made use of convenience and referral samplings with 150 sample sizes. In accomplishing the research objectives, the researchers utilized a quantitative data method, i.e., a questionnaire to elicit information

from 150 respondents who have undergone training in the banks, though 104 of the invited respondents conducted the survey: recording a 69.3% response rate. The data was descriptive and analyzed through the use of the SPSS software package. Therefore, the study shows a strong correlation between training and development and staff performance, which summarizes that the positive impact of training on staff performance is evidential. Moreover, Motlokoa et al. (2018) examine the impact of training on employee performance using a case study on the banking sector in Lesotho. In the study, a stratified sampling strategy was employed to sample 171 employees of 300 people. Afterwards, the researchers used a self-administered questionnaire to generate data from these 171 respondents, reflecting a 57% response rate. Finally, the study discovered that training benefits staff not only in terms of performance but also in terms of motivation and job satisfaction.

Methodology

The descriptive survey research design was adopted for this study. Descriptive survey according to Nworgu (2015) is aimed at collecting data on, and describing in a systematic manner the characteristics, features or facts about a given population.

The study was conducted in Enugu State. The population for this study consisted of 200 staff of Mobile Telephone Network (MTN) in Enugu State. Since the population is manageable, the researcher will use the entire population. There will be no sample for the study. This is in affirmation of Nworgu (2013) who maintains that a research might not sample relatively small and manageable population. There would not be any sampling in the present study. Structured Questionnaire was the instrument used for data collection. The questionnaire was validated by three experts in Public Administration from the Faculty of Management and Social Sciences, Ebonyi State University, Abakaliki. The questionnaire has two sections, Section A and Section B. Section A contains items on the demographic data of the respondents while section B consists 2 clusters, B1 to B2. Cluster B1 contained 6 items while Cluster B2 contained 6 items. Cluster B1 measured the impact of training and development on organizational productivity in Mobile Telephone Network (MTN) while cluster B measured factors affecting training and development in Mobile Telephone Network (MTN). Section B is structured on a four point rating scale with response options of Strongly Agreed (SA), Agreed (A), Disagreed (D), and Strongly Disagreed (SD).

The reliability of the instrument was established using Cronbach Alpha statistics. This procedure according to Nworgu (2015) applies to instrument that are scored on multiple bases (polytomously). Data collected and analyzed yielded reliability coefficients of 0.80, 0.78 respectively, with an overall reliability coefficient of 0.82, indicating a high level reliability of the items in the instrument. According to Agu (2012), reliability of 0.672 and above is deemed reliable.

The instrument was administered to the study sample personally by the researchers with the help of research two research assistants who were briefed on the purpose of the study. Descriptive and inferential statistics were used in data analysis. Specifically, mean was used in answering the research questions, while standard deviation was used to determine the homogeneity or otherwise of the respondents' mean ratings. Null hypotheses were tested using t-test statistics for non-correlated data.

Results

Table 1: Mean responses of respondents on Impact of training and development on organizational productivity

S/N	Items	Mean	SD	Remark
8	Training and development increases employee's-confidence on different tasks	3.21	0.77	Agree
9	Training and development helps employees to do things right	3.13	0.76	Agree
10	Training and development facilitates accurate decision-making in tasks assigned to employees	3.18	0.77	Agree
11	Training and development increases employees' job satisfaction	3.20	0.79	Agree
12	Training and development enables employees to cope with pressure	3.23	0.77	Agree
13	Training and development provides employees with capacity to adapt to technological change	3.81	0.74	Strongly Agree
14	Training ensures the development of a positive attitude towards employee's work	3.18	0.73	Agree
15	Training and development improves employees' skills and knowledge	3.21	0.72	Agree
16	Training and development enables employees to handle unexpected circumstances in the company effectively	3.18	0.77	Agree
	Grand Mean	3.16		Agree

Source: Field Survey, 2022.

Table 1 show respondents mean rating on the impact of training and development on organizational productivity in Mobile Telephone Network (MTN) Enugu State. From the result, the respondents strongly agreed to item 13 and agreed to other items stated, a grand mean of 3.16 indicates that the respondents agreed that training and development has an impact on organizational productivity. The standard deviation reported indicated homogeneity of the respondent's response.

Table 2: Mean responses of respondents factors affecting training and development of employees in Mobile Telephone Network (MTN)

S/N	Items	Mean	SD	Remark
1	Lack of staff motivation	3.32	0.77	Agree
2	Poor choice and design of training method	3.34	0.81	Agree
3	Poor attitude of staff	3.51	0.59	Strongly Agree
4	Lack of training experts	3.09	0.82	Agree
5	Poor management attitude toward s training	3.31	0.76	Agree
6	Lack of motivation	3.41	0.64	Agree
	Grand Mean	3.35		Agree
Source: Field Survey, 2022.				

Table 2 show respondents mean rating factors affecting training and development in Mobile Telephone Network (MTN) Enugu State. From the result, the respondents strongly agreed with one item and agreed with five remaining items. On the whole, the grand mean of 3.35 indicates that the respondents agreed some factors affects training and development in Mobile Telephone Network (MTN) Enugu State.

Discussion of Findings

This impact of training and development on organizational productivity: a study of mobile telephone network (MTN) Enugu state.

The findings from the first research question revealed that Training and development increases employee's-confidence on different tasks, helps employees to do things right, facilitates accurate decision-making in tasks assigned to employees, increases employees' job satisfaction, enables employees to cope with pressure, provides employees with capacity

Training and development enables employees to handle unexpected circumstances in the company effectively. This findings collaborated with the study of These findings coincide with the submission by Ahmad et al. (2014), who found that training aids workers to make fewer mistakes. The findings also agreed with the study of making in their tasks, which is in agreement with study by Ayenitimi and Burgess (2019) and Cohen (2017), who included decision-making as one of the benefits of training to workers. This finding equally agreed with the earlier prediction by Motlokoa et al. (2018) and Ahmad et al. (2014), who disclosed that training benefits workers to be satisfied.

The findings from the second research question revealed that there stated items such as lack of staff motivation, poor choice and design of training method, Poor attitude of staff lack of training experts, poor management attitude towards training and Lack of motivation plan affects training and development of employees in Mobile Telephone Network in Enugu State. The research outcome agrees with the disclosure made by Tabashi (2012), as cited by Ndimande et al. (2016), who claim that lack of motivation of workers discourages them from taking advantage of training because motivation is such a psychological factor that motivates staff to make the most of any training programs for complete effectiveness. This finding also align with earlier positions by various researchers who mentioned that these above factors have detrimental effects on training programs (Driskell, 2012; Tennant et al., 2012; Abdullah, Nilufar and Alam, 2009; Haslinda and Mahyuddin, 2009, as cited by Mohamed and Alias, 2012).

Summary of Findings

The summary of the major findings from this study is highlighted below:

1. Training and development increases employee's-confidence on different tasks, helps employees to do things right, facilitates accurate decision-making in tasks assigned to employees, increases employees' job satisfaction, enables employees to cope with pressure, provides employees with capacity, enables employees to handle unexpected circumstances in the company effectively.
2. Lack of staff motivation, poor choice and design of training method, Poor attitude of staff, lack of training experts, Poor management attitude towards training and Lack of motivation plan affects training and development of employees in Mobile Telephone Network in Enugu State.

Conclusion

Based on the findings of the study, it revealed that that training and development has an impact in Mobile Telephone Network Enugu State, its numerous challenges notwithstanding.

Recommendations

Based on the findings and conclusion of this study, the following recommendations were made:

The Human Resources Managers (HRM) with presence in Mobile Telephone Network should implement effective training programs for staff for more exposure and job satisfaction.

The management of human resource should endeavour to minimize the challenges experienced in training and development to guaranteed job satisfaction and organizational productivity.

Employees should seek mentorship, coaching or be ready to perform job rotation as this would aim their speed learning and reduce adaptation time to technology change.

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