



Global Scientific JOURNALS

GSJ: Volume 10, Issue 11, November 2022, Online: ISSN 2320-9186
www.globalscientificjournal.com

EFFECT OF EMPLOYEE'S TRAINING AND DEVELOPMENT ON PERFORMANCE OF PUBLIC INSTITUTION: A CASE STUDY OF NATIONAL PUBLIC SERVICE COMMISSION (2018-2021)

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**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES IN
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE
OF MASTERS IN BUSINESS ADMINISTRATION IN HUMAN RESOURCE
MANAGEMENT OF UNIVERSITY OF KIGALI.**

November, 2022

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ABSTRACT

This study focused on the effect of employee training and development on public institution performance case of NPSC. The general objective of this research was to determine the effect of employee training and development on public institution performance where specifically the study had to find out the extent to which training and development policies has effect on NPSC performance, to establish the effect of evaluation of training and development on NPSC performance, to identify the training and development challenges that affect the performance of NPSC and to establish the contribution of employee training and development on the performance of NPSC . This study adopted a descriptive type of research design which has set out to describe how employee training and development contribute on the performance of NPSC and the target population which is also the sample size because it is a small number, the staff on NPSC working at the headquarters. The questionnaire was used for gathering data. The validity of the questionnaire has been tested with the aid of the supervisor, research experts knowledgeable about the themes of the study. The reliability of the questionnaire was computed using the Cronbach method of internal consistency. The results of this study was obtained by using regression analysis indicated that a well-designed training and development policy, training and development evaluation well done and training and development challenges handled have a positive effect on NPSC performance. The findings revealed a positive and significant effect of employee training and development evaluation on NPSC. This indicate that if employee training and development evaluation is well done after training it will effect NPSC performance where ($r=0.986<0.01$), it means that 98.6%, and the findings revealed a positive and significant effect of training and development challenges. This implies that if challenges in implementing employee trainings and development towards employees are well treated and handled in favor of increasing knowledge and skills of employees it will be an increase of NPSC performance ($r=0.996<0.01$ which means 99.6%. Then the results indicate that employee training and development has a positive and significant contribution on the performance of NPSC($r=0.997<0.01$) which means 99.7%. This study recommends NPSC to continue using an employee training and development policy which can guide it during training process; and should conduct a need assessment regularly for being aware of employee weaknesses and prepare training and development which can contribute on employees and NPSC performance will be efficient.

Key words: Training, Development, Public Institution Performance & NPSC

CHAPTER ONE

GENERAL INTRODUCTION

1.1. Background of the Study

Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone R J. Human Resource Management, 2002). Now a days training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization. The employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills & competencies because of more on the job experience (Raja Abdul Ghafoor Khan, Muhammad Aslam Khan, 2011).

Enhanced competences, understanding and skills of the talented employees attested to be a crucial rational of reasonable benefit in an international fair (McKinsey, 2006) cited by Dr. Amir & Imran (2013) This research, therefore, goes on to debate the effect of employee training and development on performance of public institutions a case study of NPSC.

According to Azara et al (2013), Organization having much better skilled and creative employees can easily avoid wasteful investment to improve efficiency and performance of organization. Personnel are the most assets that every organization needs, while are trained and developed, they can bring a lot of profit to the organization in both developed and developing countries. The rapid contemporary advance of technological change made training a necessity in almost all walks of life (McKinsey, 2006).

Even if, the government of Rwanda has put much effort in addressing the weakness in public employees by training them and give them specific training on specific issues, we still have some public institution that are still running behind the target that is needed, as well as experiencing the staff turnover issues (PSC, 2013), and to an enrichment in employee performance and governmental productivity (Ying, 2004), many government institutions can achieve their training need by chaotic method, surprising haphazard (Asfaw, et al, 2015).

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature Review

A theory is a reasoned statement or group of statements, which are supported evidence meant to explain some phenomena. The researcher should be conversant with those theories applicable to his area of research (Kyotomotho& Tromp, 2009).

According to (Trochim, 2006; Agular, 2009; &Tomo, 2006), a theoretical framework guides research, determining what variables to measure and what statistical relationship to look for in the context of the problems under study. Thus, the theoretical literature helps the researcher see clearly the variables of the study; provides a general framework for data analysis and helps in the selection of applicable research design.

2.1.1. Reinforcement Theory

According (Watson, 2020), reinforcement is a behavioral construct where control is achieved by manipulating the consequences of behavior..

By adopting positive reinforcement theory NPSC staff behaviors will be strengthened for both the relationship between performance and recognition, and the employees whose performance is rewarded or recognized are more open to learning new techniques, skills, and taking on additional responsibility, that is why this theory will help the research to understand what pushes or the reason behind NPSC employee training and development motivations.

2.1.2. Social Learning Theory (SLT)

Social learning theory is increasingly cited as an essential component of sustainable natural resource management and the promotion of desirable behavioral change (Muro, M., & Jeffrey, P., 2008), This theory is based on the idea that we learn from our interactions with others in a social context. Separately, by observing the behaviors of others, people develop similar behaviors. After observing the behavior of others, people assimilate and imitate that behavior, especially if their observational experiences are positive ones or include rewards related to the observed behavior. According to Bandura, imitation involves the actual reproduction of observed motor activities (Bandura, 1997).

Social learning is a theory of learning process social behavior which proposes that new behaviors can be acquired by observing and imitating others. It states that learning is a cognitive process that takes place in a social context and can occur purely through observation or direct instruction, even in the absence of motor reproduction or direct reinforcement. Bandura, Albert (1963).

By adopting social learning theory in the NPSC ensures continuous engagement, information retention, employee satisfaction, and impressive work culture. In addition, it helps forge stronger connections between employees that can help in achieving personal well-being and boost team morale, this theory used to investigate and understand ways that positive role models can be used to encourage desirable behaviors and to facilitate social change in NPSC.

2.1.3. Expectancy Theory

Expectancy theory generally, is a broad theory of motivation that attempts to explain the determination of workplace attitude and behavior (John, A. & John, R., 1998). This theory focuses on three relationships: effort –performance relationship, performance reward relationship and rewards personal goals relationship (Idem).

The theory states that the intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual.

Expectancy theory has some important implications for motivating employees. The model provides guidelines for enhancing employee motivation by altering the individual's effort-to-performance expectancy, performance-to-reward expectancy, and reward valences (Berger, 2009).

Due to Expectancy theory can help managers understand how employees are motivated to choose among behavioral alternatives, when NPSC implies Expectancy theory, will enhance the connection between performance and outcomes, expectancy theory suggests managers tie valuable rewards closely to performance, as well as increase self-efficacy by training employees to improve their abilities, and maximizing valuable rewards will increase opportunities to satisfy both employee needs and organizational requirements in NPSC, as this study recommends.

2.1.4 Human capital Theory

In the world of labor market, people bring different levels of education, knowledge, skill, and abilities as well as their expectancy to the workplace. According to McConnell et al. (2009): “a

more educated, better-trained person is capable of supplying a larger amount of useful productive effort than one with less education and training.”. The value of human capital theory is widely accepted in order to increase organizational performance, so an organization relies on employees’ skill, knowledge, ability as a key concept of value creation.

The Human Capital Theory propounded by Schultz in 1921 and later expanded by Becker in 1994 was utilized. The theory assumes that continuous investment in employee training and capacity provides the tendency for improvement and impartation of workforce in terms of knowledge and skill increase which directly impact the performance of the organization and the growth of the employees in relation to career and income (Becker, 1994). The human capital theory further opines that humans as one of means of production can be tagged as the most important “means of production” and a crucial capital to invest in. Thus, according to Gunu et al, (2013) increase in the investment of human capital (employees) in terms of training, capacity building, and healthcare will lead to a corresponding increase in performance output which implies organizational growth and sustainability.

Hatch and Dyer (2004) explained that there is an important role for this theory in contemporary staff learning, as it shows that investing in training can enhance staff skills and knowledge.

Finally, some researchers take an alternative perspective on the outcomes of HC theory. For example, Schultz (1961) and Nelson and Phelps (1966) view HC as the capacity to adapt in changing environments. Both Schultz and Nelson and Phelps argue that HC is especially useful in dealing with ‘disequilibrium’ situations, or more generally, with situations in which there is a changing environment, and workers have to adapt to this (M. McCracken & T. Wall., 2017).

Due to this theory of Human capital has a strong positive relation with the level of employee satisfaction and the customer satisfaction and it will lead to the organizational performance, this will help the NPSC to strongly impact the employee’s performance as well as institution performance, and it guided my study as key theory together with Social leaning theory.

2.3. Empirical Literature Review

2.3.1. Training and development (T&D)

In all big organization, like manpower planning and staffing, training and development is also the function of personnel manager, it is being increased that the training and development is important not only for new recruits, employees but also for existing employees, due to us corner stone of organization performance (Tripathi, C., &Reddy, N., 2010).

Employee Training is also the planned and systematic modification of behavior through learning actions, activities and programs which ends within the contributors achieving the degree of data, skills, competencies and talents to hold out their work effectively (Chiaburu&Tekleab, 2005).

Armstrong (1996), “stating an understanding emphasizes that training ought to be advanced and operated at intervals a company by appreciating learning theories and approaches if the training is to be understood” employee Training and Development activities represent an important or organizational attempt to ensure that adequate human resources are available, meaning that the organization should continue developing their employees, both to ensure that job skills remain current and prepare employees for advancement, (Steer, M., Ungson,R., and mowday,T., 1985). The one influence a manager is unambiguously expected to create is to offer others vision and talent to perform. According to Cole (2002), training could be an education activity directed towards the gaining of specific knowledge associated skills for the aim of an occupation or task. Effective training and development programs aimed at improving the employees’ performance (Dr. Amir & Imran, 2013).

According to Harvey, D. (2001), training and development are similar, and both are critical to the success system model, however there are some important differences, training is an attempt to improve performance by attainment of specific skills such as typing, welding, running a computer, od performing the current job, while employee development talks about the long run of study for growth of them(Idem).

Training and development attempt to improve current or future employee performance by increasing an employee’s ability to perform, as well as improving individuals, team, and organization (Harvey, D., 2001). This can be achieved through numerous appropriate method and approaches, like role playing, simulation, programed instruction, lectures, and vestibule training as well off-job-training (Harvey, D., 2001).

There are two approaches of broadly describing the methods an organization can adopt in the training and development of its employees. However, Clark (2019) opined that, there is no one best fit method in transferring skills and knowledge for employees' development effectively. The two broad approaches are, on – the – job training and off – the – job training. According to Jyothi and Prabu (2020),

2.3.2. Human Resource Management

According to Torrington, Hall and Taylor, (2008), HRM is a number of activities that enable employees and organizations using their SKAs to agree with the link between the organizational goals and nature of work, and make sure if these goals achieved.

HRM is a process of attracting, developing, and maintaining a high quality workforce; the basic goal of HRM is to build organization performance capacity by raising human capital, to ensure that highly capable and enthusiastic people are always available (John, R.S., 2005).

Human Resource Management theories like promise to the business and also the development within the worth undertaking have lead administration groups toward comprehend of magnified importance of training, worker development and semi- permanent education. Such ideas need not solely alert coming up with however a bigger emphasis on worker development (Asfaw, et al, (2015).

Due, every organization at all the time needs to have the right people available to do the work required for better performance of the organization, HRM has the three major responsibilities; attracting a quality workforce, developing a quality workforce, and maintaining that quality workforce (John, R.S.,2005).

2.3.3. Human resource development strategy

For training and development to be effective in terms of organizational performance there is a well-rehearsed argument that it should be linked upfront with organizational strategies and the WERS survey (Kersley et al 2006) cited by Torrington, Hall and Taylor (2008). Miller, has identified the first human resource development approaches, which is the needs-driven approach. Luoma, (2000), as cited by Torrington, Hall and Taylor (2008), identified the second approach to HRD strategy which is Opportunistic approach, where the motivation can be external instead of internal, the top ideas on enlargement for organization in a more general way, rather than precisely in relation to achieve the up-to-date organizational goals . The third approach was also

developed by Luoma, is the resource based review of the firm, this approach is proactive in that it focuses on the desire state of the organization as defined in its future vision

2.3.4. Methods of training and development

By choosing the right type of training as well as development, the organization can ensure that employees have the right skills. This will be a constant need for organizations to be continuously updated in the follow-up of HR practices. Previous research on training and development was carried out by Irene Ferguson Laing (2009) & Andika, R., & Darmanto, S. (2020). argues that through training and development, employees are an effective tool for achieving both personal and organizational success

Effective training and development can be accomplished through various proper technique and methodologies, such as training, entry level position, job rotation, role playing, simulation, programed instruction, lectures, and vestibule training as well off-job-training (Harvey, D., 2001). Eduardo, S. and Janis, A. (2001), there is no uncertainty that innovation is molding how Training and Development is conveyed in associations (Learning Technologies and Distance Training).

Apart from above mention methods, we have also other two methods of training and development, which are On- Job-training method and Off-Job training method, Torrington, Hall and Taylor (2008). Off job training method, is a program that provide group based learning opportunity on a variety of topics at a site other than the work is actually done. (Ronald, J., 2009).

Ronald, J., (2009) said that all training is not carried out off the sites, in facts some of them occur in the work setting, generally is the process in which one person, most often the supervisor or lead person of a work area passes job knowledge and skills to another person at working place. Additionally, On-the-job training is another methods of training, includes formal and informal training programs in a job situation, as well as what is called "learning from experience (Jacob, M. 2015). According to Torrington, Hall and Taylor (2008), On-the-job training (OJT) the line managers provide coaching to the individual development based on a close relationship between the individual and one other person either internal or external to the organization.

The core function of human resource department as earlier discussed is situated around the improvement of organizational performance which flows from programmes targeted at improving staff skills, transfer of new knowledge for the purpose of adapting to both internal and

external environmental change for the benefit of both the organization and the employees (Nadler, 1984; Khawaja and Nadeem, 2013; Jyothi and Prabu, 2020).

2.3.5. Effect of training and development in organizations performance

Herman, A. & Kurt, K. (2009), begin with around advantages for people and groups, isolating these advantages into job performance and variables identified with employment execution skills, innovation, communication), and other benefits (e.g., empowerment, self-efficacy). Second, we describe benefits for organizations

Randall, S.S., (1998), in his book managing human resources, the main goal of a training and development is to improve organization performance both in present time or the future, increasing productivity, rapid incorporating with new technology, and consequently increasingly the likelihood of employee obsolescence, it increases also personnel assurance to the institution and reinforce their perception that the institution is favorable for them, which result in lower turnover HR increasing issue in order to put the organization on the level of success.

The central effect of T & D in transfer transformational reforms to the organization strength and capabilities in terms of creating the staff competent, hence, gets tried (Glaveli&Karassavidou, 2011). Khan et al., (2011), employee performance drives performance of the organization.

According to Tripathi,& Reddy,(2010), training and development have a lot of effect on organization performance, such as improving the quality and quantity of employees output, help them make economical and best use of materials and equipment, reducing the accidents rate and need for close supervision, giving them sense of satisfaction, reducing the rate of labor turnover, facilitate them in getting promotions, being committed to work, and out the employees in indigenous and alien culture value.

Sloman, (2006), define the role of trainer in-service -knowledge driven economy as that of a people developer, and is about supporting, accelerating learning that meets the organization needs and performance (Torrington, Hall and Taylor, 2008). This literature concludes that effective employee training and development bring more effect on the public institution performance (Herman, A. & Kurt, K., 2009).

2.3.6. Organizational and employee performance

Organization and managers need to encourage employee to join and remain with the organization, to perform tasks, dependably, and to initiate innovative behavior, many work situations do not motivate employees to perform.

Abedini Koshksaray, A., Ardakani, A. (A.), Ghasemnejad, N. and Qhodsikhah Azbari, A. (2020), Employee performance is one of the important keys for an organization or company because every company cannot experience an increase just from the efforts of one or two persons, but of the entire effort of the members of the company. An organization that can produce good performance is certainly inseparable from the performance results achieved by its members. For this reason, the organization must be able to coordinate each of its members in achieving optimal performance. Performance is an important part of organizational life

According to Churchill (2007), the determinants of performance are personal, professional, organizational, environmental, motivation, skill level, aptitudes and role perceptions. Individual needs can be viewed in the terms of Maslow's need hierarchy model, which assumes that people are motivated primarily by a desire to satisfy his needs, so the study shows that the needs for achievement, power, and affiliation are important in organization performance (Steer, M., Ungson, R., and Mowday, T., 1985).

Furthermore, Vroom (2014) , said that inspirational characteristics are likely based on expectancy theory, that define that the performance enhanced while the degree of motivation raised also, in brief Motivation is a key or cornerstone of job performance. Organization performance has been defined as the crucial key, for it to get its objectives and meet its strategic decisions as well as mission and vision of it. (McKendall and Margulis, 2015).

CHAPTER THREE

RESEARCH METHODOLOGY

3.2. Research Design

In this study, quantitative method used to collect data from the respondents. The study adopts a descriptive research design where questionnaires distributed to the sample population.

3.3. Target Population

A target population is the total collection of all analytical units that a researcher wishes to consider for a specific study (Babbie, 2015). The target population of this research is forty-three employees of NPSC, who are currently working at the headquarters' in different departments.

3.5. Data Collection Methods

A structured questionnaire had utilized to collect primary data that used first by Javed (2014) in his dissertation to identify creating impact of training factors to increase employee performance. This questionnaire contains Harrison's (2005) eight-stage process to facilitate planned learning events and Kirkpatrick's (1983) the hierarchical four-level model to evaluate training and development on employee performance. Those two models had used in many previous studies by many researchers for identifying training factors at the workplace in many companies of world. Likert's 5-point scale have been used for collecting responses with 13 statements that is followed quantitative method with deductive approach to measure the perception of respondents on training factors. The data for this study obtained essentially from primary sources. The researcher traces the history of NPSC and its role of training and development over the last four years from secondary sources.

3.7. Data Analysis Technique

The collected data coded and analyzed through SPSS (Statistical Package for Social Sciences) version 21. Descriptive statistics such as percentages, means and standard deviation were used. The data collected analyzed using both descriptive and inferential statistics in relation to the objectives of the study. The study based on a multiple regression model. The analysis based to on dependent, independent and error term. The test and correlation study carried out to determine whether there is significant relationship between the variables and to test whether the independent variables have a relationship. The results reported using tables.

CHAPTER FOUR:

PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION

5.2. Summary of Findings

5.2.1 The effect of employee training and development policy on the performance of NPSC

The findings have indicated that employee training and development policy has a positive and significant effect on the performance of NPSC. This implies that if employee training and development policy is in place and well documented for guiding NPSC capacity building, it will effect employee performance, job performance and the performance of NPSC where ($r=0.934<0.01$) in general at high level of 93.4% (see table 10). This finding are in line with the findings of Raja., (2011), who has shown that Training and development has a positive effect on the organization performance in his study entitled Impact of training and development on the organization performance.

5.2.2 The effect of employee training and development evaluation on the performance of NPSC

The findings revealed a positive and significant effect of employee training and development evaluation on NPSC. This indicate that if employee training and development evaluation is well done after training it will effect NPSC performance where ($r=0.986<0.05$), it means that 98.6% (see table 10). These findings are related to the findings of Muhammad, I. (2015) who has shown that Training and development has a positive impact in Banks in his study entitled Impact of training and development on employees 'performance in Banks of Pakistan.

The findings revealed a positive and significant effect of training and development challenges. This implies that if challenges in implementing employee trainings and development towards employees are well treated and handled in favor of increasing knowledge and skills of employees it will be an increase of NPSC performance ($r=0.996<0.01$ which means 99.6% (see table 10). These findings are in line with Ahmed M. M. (2014) who confirmed in his study entitled that The effect of training on employee performance in public sector organizations in Kenya, with the case of NHIF MASHAKOS COUNTY, that if challenges are well treated has a positive and significant effect on the performance of an organization.

5.3 The contribution of employee training on National Public Service Commission Performance

The general objective of this study was to examine the effect of employee training and development on the performance of public institutions with reference to National Public Service Commission which was also the topic of this study, the results indicate that employee training and development has a positive and significant contribution on the performance of NPSC($r=0.997<0.01$) which means 99.7% (see table 10). Also all of these variables can predict the contribution on the performance of NPSC at 99.7% (see table 11). These findings are in line with Ahmed, (2014) who confirmed in his study entitled that The effect of training on employee performance in public sector organizations in Kenya, with the case of NHIF MASHAKOS COUNTY, that if challenges are well treated has a positive and significant effect on the performance of an organization.

5.4 Conclusion

In conclusion, the research noted a co-relation between employee training and organizational performance which mediates for workplace employee performance. The findings of this research work correspond with studies (Oyitso and Olomukoro, 2012; Ezeani and Oladele, 2013; Sendawula et al, 2018) carried out on employee training and development and organizational performance. With respect to employee training and its effect on organizational performance as opined by Sendawula et al (2018), is very crucial as one of the functions of the human resource manager. This is because all the resources available to the organization which could be classified into men, money and materials, the men (humans) are the most important due to their ability to control other organizational resource, hence, their continuous upgrade and improvement. Arguing in the same direction, Oladele (2013), posited that, the capacity, ability and technical know-how can be advanced when employees are engaged in training and development programmes which can metamorphose or translate into increase organizational performance.

In terms of training challenges affecting employee's performance and thereby affecting organizational performance positively, the study concludes that, training actually goes a long way to influence employees workplace engagement which connects to organizational performance especially in the context of NPSC, Agreeing to the study conclusion, various scholars like Otiena et al (2015); Gichohi (2014); Ologbo and Sofian (2013) Suggests that, one of the instruments of getting employees committed to their jobs is the instrument of training which being applied operationally and strategically can lead to improved organizational performance.

The study further concludes that, there exists is a positive and significant effect of employee training and development policy, employee training and development evaluation and employee training and development on the achievement of results, effectiveness of objectives and NPSC efficiency. Then, employee training and development has a great significant and positive contribution on the performance of NPSC.

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The assertion was highlighted by different studies (Amin et al, 2013; Sultan et al, 2012; Elnaga and Imran, 2013)

5.5 Recommendations

Based on the findings obtained during this study, the researcher suggests the following recommendations:

- Since training and development has forced positive effect on employee's performance in the National Public Service Commission, it can help make practical upper hand over other vital participants. National Public Service Commission ought to build up a sound training and development measure where the performance of its staff is assessed through straightforward frameworks, and treat every year training and development challenges in order to obtain regularly training for its employees in different domains;
- Training and development must be initiated on need based examination and returns ought to be gathered factually. It ought to be a consistent cycle as it decreases cost in since quite a while ago run and in line with employee training and development policy which guide it during training process;
- For new recruited staff, it is the most significant factor that ought to be guaranteed before stating their employment initiation on the off chance that they need accomplishment in since

quite a while ago run and National Public Service Commission should conduct a need assessment regularly for being aware of employee weaknesses and prepare training and development which can contribute on employees and NPSC performance; apart from the recommendation given to the National Public Service Commission, The Government of Rwanda should put more effort on employee training and development of public and private institution for enhancing the development of the country.

Suggested Areas for Further Research

As all areas haven't been covered during this study, the researcher suggests the following areas which could other researchers cover in the future with the aim of developing our country through training:

- The effect of employee training and development on employee performance in private sectors;
- The barriers of the performance of public institutions;
- The contribution of employee training and development on the performance of other public institution as I did on the National Public Service Commission.

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