
**EMPLOYEE PERFORMANCE IN ORGANIZATIONS:
EFFECTS OF TRAINING AND DEVELOPMENT**

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ABSTRACT

Employee performance stands as a crucial determinant of organizational success. This research article investigates the impact of training and development programs on enhancing employee performance within organizational settings. The study examines various dimensions of training and development initiatives and their influence on employee productivity, job satisfaction, and overall organizational effectiveness. The research employs a comprehensive review of literature and empirical studies to elucidate the multifaceted relationship between training, development programs, and employee performance. It explores how structured training programs, continuous learning opportunities, skill enhancement workshops, and career development initiatives contribute to improving employee capabilities, competencies, and job-related skills. Key findings highlight that well-designed training and development interventions significantly enhance employee performance. Effective training programs not only equip employees with necessary job-related skills but also foster a positive work environment, bolster morale, and increase job satisfaction. Furthermore, ongoing development initiatives contribute to employee engagement, retention, and their ability to adapt to changing job requirements. The research also delves into the challenges and limitations associated with implementing training and development programs, including cost implications, time constraints, and measuring the impact on tangible performance metrics. In conclusion, the article emphasizes the pivotal role of training and development initiatives in fostering a skilled workforce, improving employee performance, and sustaining organizational competitiveness. It advocates for strategic investment in continuous learning programs and tailored development initiatives as integral components of organizational growth and success in today's dynamic and competitive business landscape.

Keywords: Human Resource Management (HRM), Performance Management, Employee Performance, Productivity, Organizations.

INTRODUCTION

It is viewed that competition is increasing worldwide to remain an organization be competitive in the globalized world. There should be the first priority to focus on continuous learning in order to enhance employee capability, skills, knowledge and competencies (Kamoche, K., et.al., 2004). Organization with learning trends will be able to succeed in today's business changing environment (Evans, Pucik & Barsoux 2002). The skills and competencies are considered as need of the time. However, contemporary knowledge based organizations are growing day by day (Kinicki, A. & Kreitner, R. 2007). Some of the factor that influence the past business world have changed recent time (Landy, F. W. 2017). The knowledge is increasing and contributing economically, technologically to our society. Globalization and rapidly changing environment has created a huge gap that can only be minimized by effective training and development of employees and efficient management to acquire additional capabilities for innovate and accomplished the organizations' strategic plans (McNamara Carter, 2018). Constant change in skills is necessary requirement in an organization because of change in the market demand and transformation in workplace environment.

Training and development initiatives play a crucial role in fostering organizational development and growth. Here are some key reasons why they are highly essential:

Enhanced Employee Performance: Training programs equip employees with the skills, knowledge, and competencies required to perform their roles effectively. Continuous development opportunities lead to improved job performance, higher productivity, and increased efficiency within the organization.

Adaptation to Change: In today's rapidly evolving business landscape, organizations constantly face technological advancements, market shifts, and industry changes. Training and development initiatives ensure that employees are equipped to adapt to these changes, enabling the organization to remain competitive and agile.

Employee Engagement and Retention: Investing in employees' growth demonstrates a commitment to their professional development, which boosts morale and job satisfaction. Engaged employees are more likely to remain loyal to the organization, reducing turnover rates and associated costs.

Innovation and Creativity: Training encourages innovative thinking and fosters a culture of continuous learning within the organization. Employees exposed to new ideas and methodologies are more likely to contribute innovative solutions to challenges, driving organizational growth and advancement.

Succession Planning and Talent Development: Development programs identify high-potential employees and nurture future leaders within the organization. By investing in talent development, organizations ensure a pipeline of skilled individuals ready to take on leadership roles, supporting long-term sustainability.

Improved Organizational Performance: A skilled and well-trained workforce contributes to overall organizational success. Departments function more efficiently, leading to improved processes, better decision-making, and a positive impact on the bottom line.

Customer Satisfaction: Employees trained in customer service, communication, and problem-solving skills are better equipped to meet customer needs. This leads to enhanced customer satisfaction and loyalty, crucial for the organization's success.

Compliance and Risk Management: Training ensures that employees are aware of regulatory requirements and compliance standards relevant to their roles. This minimizes risks associated with legal and regulatory non-compliance.

Organizational Culture and Reputation: A commitment to employee development fosters a positive organizational culture. Companies known for investing in their employees' growth tend to attract top talent and enjoy a positive reputation in the industry and among potential customers.

In essence, training and development initiatives not only empower employees but also drive organizational success by fostering a skilled workforce, encouraging innovation, and supporting a positive work environment. Organizations that prioritize continuous learning and development are better positioned to navigate challenges, capitalize on opportunities, and achieve sustained growth and success.

PROBLEM STATEMENT

The importance of training & development could not be ignored and it seems highly limited in developing countries (Debrah, 2006). The contemporary business landscape is characterized by rapid

technological advancements, dynamic market trends, and evolving industry demands, placing a premium on the significance of training and development initiatives within organizations. However, despite of growing recognition of their importance, there remains a pressing need to comprehensively investigate the effectiveness, challenges, and outcomes of training and development programs in modern workplaces. The problem lies in the lack of empirical understanding regarding how these initiatives directly impact employee performance, organizational growth, and long-term sustainability. This study aims to address this gap by critically examining the role of training and development in enhancing employee capabilities, fostering a culture of learning, and ultimately contributing to organizational success amidst the complexities of today's competitive business environment.

OBJECTIVE OF THE STUDY

- To determine the impacts of trainings on employees' performance.
- To determine the level of satisfaction of employees on quality of trainings.
- To assess the training programs takes place in the organization.
- To examine the methods and techniques of trainings used to build the capacity of employees in the organization.

TRAINING & DEVELOPMENT

Training and Development (T&D) involves managers and employees growth and improves their skills to manage organizations effectively (Briscoe 1995:83). The training and development programs helps in reducing gap among ongoing work and job performance of employees. Generally, the T&D programs fall under Human Resource Development (HRD). Furthermore, in various organizations Human Resource Management (HRM) department manages and leads all the activities related to the training and development (Weil and Woodall 2005).

COMPENSATION & BENEFITS

Compensation and Benefits includes pays, privileges, incentives and benefits schemes of organization. The Pay and Compensation unit within organizations holds a pivotal role in shaping employee

motivation, satisfaction, and retention, profoundly influencing organizational performance and competitiveness (Gerhart, Murray and Milkovich 1992). This component of the organization aims to explore and manage the multifaceted functions of delving into its significance in attracting top talent, aligning employee performance with organizational goals through incentive structures, and maintaining equity and fairness in remuneration systems (Purcell, J. & Hutchinson, et. al., 2003). Additionally, this study seeks to analyze the impact of strategic compensation practices on employee engagement, productivity, and overall organizational success, examining how effective compensation strategies contribute to talent retention, reduced turnover rates, and a positive organizational culture conducive to growth and sustainability.

UNION, EMPLOYEE RELATON, HEALTH& SAFETY

Organization of workers called trade union, they acting collectively through collective bargaining. Furthermore, they seek to promote and protect their mutual interest employee's interest is mainly protect by union and tending to create mutual link in employee and organization (Nadler 1984:11-16). It is the prime responsibility of the trade unions to make negotiations between the union and organizational management to solve dispute among the management & employees and play role of the representative of the employees.

PERFORMANCE APPRAISAL

Performance appraisal is defined as the process enables to carry out individual & company to inspect evaluate, analyze job performance over a period time specific objective (McCourt and Eldrige 2003, 209). Informal and formal forms can be taken place in this process. The purpose classifies in two parts for administrative purpose & development purpose. Performance appraisal purposes providing job performance feedback, identifying strength and weakness of individuals, assisting in goals identification, recognizing, individual job performance, identifying the needs of individuals, evaluating goals achievements, determining the training needs of organization (Newstrom, J., 2002). In addition, improving the communication and allow employee to discuss their concerns with administration. The appraisal performance system helps in involving

employees in their own decisions, perception on assignment and transfer, promotion of candidates finding worst job environment, deciding layoffs, legal meeting requirements and validating selection criteria. The performance appraisal can be conducted yearly, semi annually or whenever the organizational management/leadership wishes to take place employees performance to assess status of organizational capacity. Besides, there is several numbers of alternative sources of job performance appraisal mentioned below:

Self-Appraisal Performance

- The performance appraisal done by employees themselves and that appraisal are reviewed on by their managers.

Team Appraisal

- It is based totally on quality management. This process is recognized team accomplishment and performance.

Manager and / or Supervisor

- The performance appraisal is completed by managers/supervisor then that appraisal is reviewed on higher level managers.

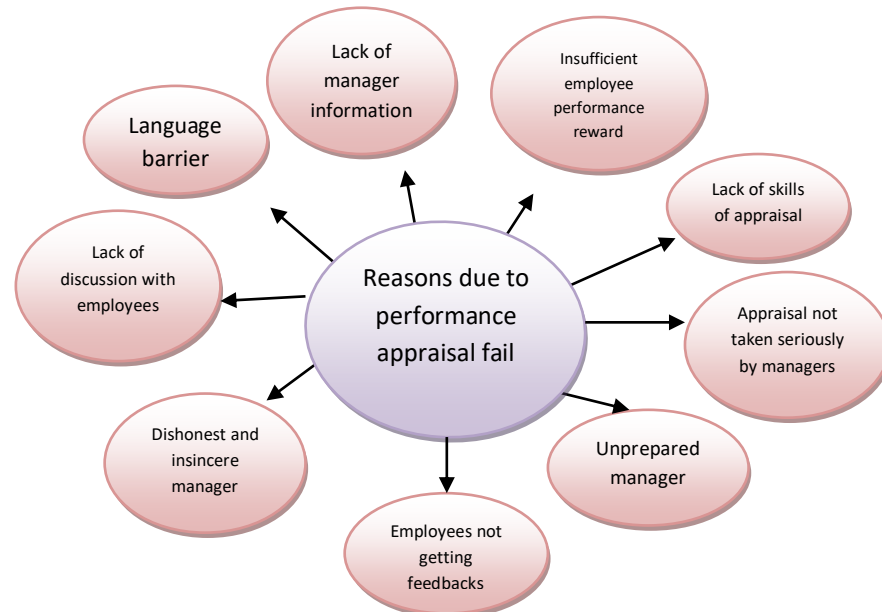
Customer Appraisal

- It is based on evaluation on both internal and external customers.

Peer Appraisal

- Performance appraisal is done by follow employees, compilation of employee single profile are used for interview which managers used to conduct.

FIGURE-1
REASONS FOR WHY PERFORMANCE APPRAISAL FAILS



Source: Bohlander and Snell (2004).

TRAINING & DEVELOPMENT METHOD

The prime purpose of the training and development is to improve job performance of individual's skill for current or future positions to meet firm objects. HRM department leads all activities. There are various methods for conduction of T & D initiatives. On job training method is considered as one of the effective method to make employees productive. It refers train employees while doing their routine work at their working place (Kraak, A. 2005; Rivaldo, Y., & Nabella, S. D., 2023). The off job training defines as the employees are not at work place during conduction of training sessions but their capacity development process is going on regular basis (Beardwell, I., Holden, L. & Claydon, T. 2004). Off job trainings generally conducted through braining storming sessions, role playing, conferences, presentations, group work and lectures Armstrong (1995) says the on the job training coaching. Different training methods are adopted by different organizations as they are motivated for number of reasons for e.g. (1) depends on resources available in the organization, strategy and goals (2) depends on the recognizational needs, (3) targets groups

they have to be trained to cop up with the current and future challenges.

COACHING AND/OR MENTORING

Coaching and Mentoring involves training and employee learning process through well education and experienced learned professional called as coach (Devanna, Fombrun and Tichy 1984; McCourt and Eldridge 2003, 256; 394-395). This approach contributes organizations in organizational decision making and guiding the leadership in organizations. Coaching and mentoring is ongoing process (Torrington et al., 2005:394-395). The procedure of mentoring and coaching is also implemented by the senior employees for the junior ones.

CONFERENCEES

Conferences serve as potent platforms for employee training by offering immersive and diverse learning experiences that cater to professional development (Persada, I. N., & Nabella, S. D. 2023). These events gather experts, thought leaders, and industry practitioners to disseminate cutting-edge knowledge, share best practices, and provide valuable insights into industry trends and innovations. Through keynote sessions, workshops, and networking opportunities, conferences facilitate skill enhancement, knowledge acquisition, and exposure to new ideas, technologies, and methodologies. Employees get benefit from exposure of diverse perspectives, gaining valuable insights applicable to their roles and fostering a culture of continuous learning within organizations. Moreover, conferences serve as catalysts for networking, allowing employees to establish connections, collaborate, and exchange ideas with industry peers, enhancing their skills and competencies beyond the confines of traditional training programs (Ahuja, 2019).

TRAINING WORKSHOPS FOR INCREASING EMPLOYEE PERFORMANCE

Training workshops for employee performance are structured, focused sessions designed to enhance specific skills, competencies, or knowledge areas that directly contribute to improved job performance and productivity (Kenney, et al, 1992). These workshops provide a hands-on and interactive learning environment where employees

engage in practical exercises, simulations, and discussions tailored to their roles or professional development needs. Often facilitated by subject matter experts or experienced trainers, these workshops target identified areas for improvement, such as communication skills, leadership development, technical proficiencies, or soft skills like time management or conflict resolution (Wood and Stangster 2002). By combining theoretical learning with practical applications, these workshops aim to equip employees with the tools, strategies, and insights necessary to excel in their roles, thereby positively impacting individual and organizational performance.

Productivity shows output ratio to input (Stoner, Freeman and Gilbert Jr, 1995). The measurement of organizational performance depends on products and services quality that satisfy customers accordingly (Kotler and Armstrong 2002; Lipsey 1987; Stoner 1996).

EFFECTS OF TRAINING ON PERFORMANCE

Training programs exert a profound influence on employee performance, yielding a spectrum of positive effects that directly impact organizational success (Aguinis, H., & Kraiger, K. 2009). Firstly, effective training initiatives enhance employees' skill sets, augmenting their capabilities and knowledge base to perform tasks with proficiency and confidence (Sugiarti, E. (2022). Improved competencies not only bolster individual performance but also contribute to increased productivity and efficiency within the organization. Moreover, training programs often cultivate a culture of continuous learning, fostering motivation, engagement, and a sense of empowerment among employees. This, in turn, leads to heightened job satisfaction and reduced turnover rates as employees feel valued and equipped to meet the challenges of their roles (Purcell, J. & Hutchinson, et. al., 2003). Additionally, well-designed training initiatives align employees' skills with organizational goals, ensuring that their efforts are in sync with strategic objectives, thereby positively impacting overall organizational performance and competitiveness in a dynamic business landscape.

RESEARCH METHODOLOGY

Various methods of conduction of study can be implied. The methods and techniques of sampling, the process of collecting data &

analysis of data needs to be decided before execution of research. It also calls attention to highlight all the limitations and issues which are faced while data collection and data analysis.

In this study the data was collected from the employees of Security Printing Corporation, Karachi. Simple random sampling technique was used. At initial stage approval by the management was made. Questionnaire was developed and tested through a pilot study of 10 respondents. Before filling the questionnaire consent was taken from the respondents. Total 120 respondents were selected for this study from the concerned organization. Data was analyzed through SPSS software. It was presented in tabulation form.

SECURITY PRINTING PRESS CORPORATION

Pakistan Security Printing Corporation was established as a joint venture company by Government of Pakistan on March 10, 1949, with M/s Thomas De La Rue International of UK. Over the years, PSPC underwent several expansion programs and enhancements of its portfolio. This includes the establishment of Security Papers Limited (SPL) in 1965, of which PSPC today is the largest shareholder. The creation of SPL removed PSPC's dependence on imported security paper (<https://www.pspc.gov.pk/about-us/>).

DATA ANALYSIS

**TABLE-1
RESPONDENTS OF STUDY**

Organization	Frequency	Valid percentage
Employees Security Printing Corporation	120	100
Total	120	100

Table 1 depicts total number of respondents. 120 respondents participated in this study.

TABLE-2
GENDER COMPOSITIONS OF RESPONDENTS

Gender	Frequency	Valid percentage
Male	70	58.3
Female	50	41.7
Total	120	100

Table 2 represents majority respondent 70 were male (58.3%) and female 50 (41.7%) indicate that there are more males are serving in this organization.

TABLE-3
RESPONDENTS' AGE DISTRIBUTION

Education Level	Frequency	Valid Percentage
20-27	30	25
28-37	41	34.2
38-47	33	27.5
48-57	10	8.3
58-60	6	5
Total	120	100

Table 3 shows that 30(25%) respondents were between 20-27 years old 48 (34.2%) respondents' age group was 28-37 years old, 33(27.5%) respondents of the age of 38-47. On the other hand 10(8.3%) respondents were between the age of 48-57 years old and least 6 (5%) respondents between the ages of 58-60 years represent respectively. The result shows organization's employees were mostly young.

TABLE-4
RESPONDENTS' EDUCATIONAL BACKGROUND

Education Level	Frequency	Valid Percentage
Secondary	9	7.5
Intermediate/Diploma	18	15.0
Bachelor's Degree	36	30.0
Master's degree	57	47.5
Total	120	100

Table 4 demonstrates that 9 (7.5%) employees completed secondary education, 18 (15%) did intermediate/diploma, 36 (30%) respondents did their bachelor's degree and 57 (47.5%) were the master degree holders. It is a reflection that most of the employees of this organization were highly graduated. The organization holds a high potential due to its well-educated and skilled employees.

TABLE-5
TIME SERVICE TENURE OF EMPLOYEES

Service Period (Years)	Frequency	Valid percentage
0-10	59	49.2
11-20	44	36.6
Above 21	17	14.2
Total	120	100

Table 5 reveals that the majority of respondents 59 (49.2%) were working for the organization for 0-10 year, 44 (36.6%) employees have been serving for 11-20 years and 17 (14.2%) respondents of the organization have been working for more than 20 years. This result clearly indicates that the organization has satisfactory employee retention system.

TABLE-6
EMPLOYEES PARTICIPATION IN TRAINING PROGRAMS

Responses	Frequency	Valid percentage
Yes	120	100
No	00	00
Total	120	100

Table 6 shows that 100 (100%) respondents have gone through training programs arranged within the organization. The respondents indicated that the organization is highly sensitized on training needs for employees.

TABLE-7
EMPLOYEE SELECTION FOR TRAINING PROGRAMS

Criteria	Frequency	Valid Percentage
On joining/Job orientation	50	33.3
On job (Continuous skill development trainings)	16	13.3
On request and recommendations by managers	26	21.6
Supervisory and Managerial Skills	6	5
Personality Development and Discipline	34	28.3
Total	120	100

Table.7 shows that 50 (33.3%) employees mentioned that the on joining/job orientation trainings were arranged for them, 16 (13.3%) respondents said that on job trainings were organized for the their continuous grooming skill development. 26 (21.6%) participants responded that whenever the employees needed for any kind of training they submitted the request and the organization made arrangement to train them as per their requirement, 6 (5%) respondents said that they attended supervisory and managerial skills and 34 (28.3) employees replied that they received personality development and disciplined related trainings arranged by the organization.

TABLE-8
TRAINING FREQUENCY OF EMPLOYEES

Schedule	Frequency	Valid percentage
4 month	16	13.3
6 month	20	16.6
Once a year	30	25.0
Every two year	9	7.5
No specific schedule	45	37.6
Total	120	100

Table 8 demonstrates the schedule of employee training in the organization. 16 (13.3%) respondents mentioned they were given training opportunity in every four months, 20 (16.6%) employees said they got training in every six months frequently, 30 (25.0%) responded they got chance to train themselves once in a year, 9 (7.5%) respondents replied they participated in training in the two years duration. However, 45 (37.6%) employees responded that there is no any specific time period to attend any training program in the organization.

TABLE-9
METHODS OF CONDUCTION OF TRAINING PROGRAMS

Method	Frequency	Valid percentage
Lecture	5	4.4
Demonstration	25	20.8
Mix Method	35	29.1
Presentation	39	32.2
Seminar	16	13.5
Total	120	100

Table 9 presents the method of providing and facilitating the trainings to the employees. Method of training conduction classification is important because each cohort needs different training technique. 5 (4.4%) respondents replied that they were trained through lecture method, 25 (20.8%) demonstration, 35 (29.1%) mix method, 39 (32.2%) presentation and 16 (13.5%) seminar techniques were used to provide them trainings.

TABLE-10
TRAINING USEFULNESS AMONG EMPLOYEES

Responses	Frequency	Valid percentage
Yes	99	82.4
No	21	17.6
Total	120	100

Table 10 depicts that 99 (82.4%) respondent said that the trainings are highly useful to them. On other hand 21 (17.6%) showed their dissatisfaction on the usefulness of trainings.

TABLE-11
QUALITY ASSESSMENT OF TRAININGS

Responses	Frequency	Valid percentage
Very Poor	1	0.83
Poor	12	10
Average	14	11.41
Good	36	30.8
Very Good	55	45.83
Excellent	2	1.66
Total	120	100

Table 11 shows the quality of trainings in the organization. 1 (0.83%) respondent mentioned the quality of training was very poor, 12 (10%) poor, 14 (11.41%) average, 36 (30.8%) good, 55 (45.83%) replied very good and 2 (1.66%) mentioned excellent. It reflects that most of the employees are satisfied from the trainings they received.

TABLE-12
TRAINING IMPACT ON EMPLOYEES' PERFORMANCE

Responses	Frequency	Valid percentage
Yes	111	95.8
No	5	4.16
Total	120	10

Table 12 demonstrates perception of employees about the impacts of trainings on their work performance. They respondents showed their high satisfaction on the matter. However, 111 (95.8%) said that the impacts of trainings are positive and such programs contribute in their skills enhancement, knowledge building, increase information and work performance. On other hand 05 (4.16%) showed their dissatisfaction on the effects of trainings on their job skills and work progress.

DISCUSSION

To strengthen the empirical support in this study the specific details regarding the research methodology and findings can be provided. For instance, the study may have utilized a longitudinal design, collecting data from multiple organizations to assess the long-term impact of training and development programs on employee performance metrics such as productivity, efficiency, and job satisfaction. Furthermore, the research findings could include statistically significant correlations or differences between pre- and post-training performance evaluations, demonstrating the effectiveness of training interventions in enhancing employee performance outcomes. Additionally, data from employee surveys may offer insights into the perceived benefits of training and development initiatives on skill acquisition, career advancement opportunities, and overall job engagement. By incorporating such specific empirical details, the research paper gains credibility and provides robust evidence supporting the relationship between training and development programs and employee performance in organizations.

Businesses can analyze the effects of training and development initiatives on employee productivity and overall business success through a multifaceted approach. Firstly, they can implement pre- and post-training assessments to measure changes in key performance indicators such as productivity, quality of work, and customer satisfaction. Additionally, businesses can track employee engagement levels, retention rates, and career progression trajectories following training interventions. Furthermore, conducting regular performance reviews and surveys can provide valuable feedback on the perceived impact of training programs on skill acquisition, job satisfaction, and organizational effectiveness. Lastly, analyzing financial metrics such as Return on Investment (ROI) and cost-benefit analyses can quantify the tangible benefits of training and development initiatives, demonstrating their contribution to enhancing employee performance and driving business success. By employing these analytical methods, businesses can gain insights into the effectiveness of their training and development efforts and make informed decisions to optimize their impact on employee productivity and overall organizational performance.

To examine the effects of training and development initiatives on employee productivity and overall business success, businesses can employ a multifaceted approach. Businesses can conduct training assessments to measure changes in employee performance. Additionally, feedback mechanisms such as employee surveys, focus groups, and performance evaluations can provide valuable insights into the perceived impact of training on job satisfaction, skill acquisition, and career development. Furthermore, businesses can analyze key performance indicators (KPIs) related to business objectives, such as revenue growth, customer satisfaction, and employee retention rates, to assess the broader organizational impact of training and development initiatives.

CONCLUSION

The research findings on the impacts of employee performance concerning training and development initiatives reveal a compelling narrative. With a significant majority of employees holding master's degrees and expressing high satisfaction with the quality of training, the study underscores the value and effectiveness of these programs. Notably, an overwhelming 95.8% of respondents acknowledged the pivotal role of training in enhancing job performance, validating the efficacy of the mixed-method training techniques employed.

The conclusive evidence from this research firmly establishes the positive correlation between training initiatives and multiple facets of employee performance. Primarily, training and development programs emerge as catalysts for skills enhancement, empowering employees to hone their competencies and capabilities. Additionally, these initiatives foster a sense of team cohesion, promoting collaboration, and synergy among employees, ultimately augmenting collective productivity and work progress. The study's outcomes resoundingly affirm that a well-structured and comprehensive approach to training significantly contributes to enhancing employee performance, thereby amplifying overall organizational effectiveness and success.

In essence, this research emphasizes the paramount importance of investing in training and development initiatives as strategic tools for nurturing a skilled workforce, fostering teamwork, and catalyzing tangible improvements in employee performance, which collectively propel organizations towards sustained growth and success.

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