

EVALUATION OF LEARNING AND DEVELOPMENT PROGRAMMES ON EMPLOYEES PERFORMANCE IN NIGERIAN MANUFACTURING INDUSTRY

Bello, Bashiru Akande¹; Olabosinde Samuel Taiwo² and Ologbenla, Patrick³

¹Department of Business Administration, Bells University of Technology, Ota, Nigeria.

²Department of Business Administration, Federal University Wukari, Taraba State, Nigeria.

³Federal Inland Revenue Service, Headquarters Abuja.

Corresponding Author's email: beebello2000@yahoo.com



Abstract

The study examined the impact of learning and development on employee performance in Nigerian Bottling Co. Plc. The study adopts field survey research design. The major type of data employed for this research work was primary data which involves the collection of data or information directly by the user for specific purpose through the use of questionnaire. The simple descriptive statistics was used to analyze the respondent's bio data and their responses while chi-square was used to test the research hypotheses. From the findings, it was noted that learning and development programme in Nigerian Bottling Co. Plc is fair and based on formal procedures without bias, this affects employee performance also the methods used in learning and development affect employees performance procedure in Nigerian Bottling Co. Plc.

Keywords: Career Growth, Retention, Learning and Development, Rewards.

Introduction

Organization having much better skilled and creative employees can easily avoid wasteful investment to improve efficiency and performance of organization. Everyone admits the value of learning as a major influence on success of the organization. Learning is the crucial area of human resource management; it is the fastest growing segment of personnel management activities. Learning which is referred to as a course of diet and exercise for developing the employees' effective, cognitive and psychomotor skills assist the organizations to have a crucial method of developing the employee towards enhancing his productivity (Ezeani & Oladele, 2013). Learning is really a systematic development of the knowledge, skills and behavior required by employees to do adequately on confirmed task or job. It can take place in numerous ways, on the job or off the job; in the organization or outside organization (Olusanya, 2012).

Diejemoah (2001) was of the opinion that learning and development physically, socially, intellectually and mentally are very essential in facilitating not only the level of productivity but also the development of human resources in any organization. Ivancevich (2010), considered learning and development as a process that attempts to provide employees with information, skills and understanding of the organization and its goals. Learning and development is a work activity that can make a very significant contribution to the overall effectiveness and performance of an organization.

The effectiveness and success of an organization lies on the people who form and work within the organization. It follows therefore that for employees in an organization to be able to perform their duties and make meaningful contributions to the success of the organizational goals, there is need to acquire the relevant skills and knowledge. In appreciation of this fact, organization like financial institution, conduct learning and development programmes for the different levels of their employee (Devi and Shaik, 2012).

According to Owusu (2010), usually, before learning or development programmes are organized, efforts are being made through individuals and organizational appraisals to identify the learning and development needs. After the learning and development programmes, an evaluation is carried out to ascertain the effectiveness of the programme in line with the need, which had been identified. Thus, the role played by learning and development can no longer be over-emphasized. However, the need for organizations to embark on development programme for employees has become obvious. Absence of these programme often manifest tripartite problems of incompetence, inefficiency and ineffectiveness (Isyaku, 2000)

The recognition of the importance of learning in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized (Sultan 2012). Learning is necessary to ensure an adequate supply of employee that is technically and socially competent and capable of career development into management positions.

The perception of employees on learning and development has a greater impact on the success of any organization. If the employees are satisfied with the learning programmes of the organization, this will have a positive impact on the organization's performance but the major problem is that management take the learning and development as a waste of time and resources that would have been employed in the production of goods and services that will yield profit to the organization. Sometimes, the fear that an employee could leave the organization after learning affects the programme and sometimes makes it unplanned and unsystematic (Otuko, 2013).

Not many organizations consider the necessity for a well-defined and sustained learning and development for employee in order to upgrade their performance because they are not able to cope financially with learning and development programmes (Jagero, 2012). The very few organizations that give thought to this very important aspect of staffing functions do so with lack of seriousness; all round attention and continuity. Not only are the programmes rarely carried out but are also lopsided in terms of content and staff participation which is as a result lackadaisical attitude of management towards learning and manpower development.

Methodology

Sample Size and Sampling Techniques

A representative sample size with known confidence, based on the work of Yamane (1967) formula.

Where:

= Sample size

N = Population size

e = Level of significance (error)

1= Constant number

For the purpose of this study, our level of significance (e) = 5% or 0.05 that is 95% confidence limit

Based on this, the sample size was determined =

Since; $N = 3000$

$e = 0.05$

$n = 3000$

$1 + 3000(0.05)^2$

$= 3000$

$1 + 3000(0.0025)$

$= 3000$

$1 + 7.5$

$= 3000$

8.5

$= 352.94$

$= 353$

$= 353$

Data Analysis Technique

Been a descriptive research, the data were processed and analyzed using both descriptive and inferential statistics. The data were analyzed based on research objectives and hypotheses. Descriptive statistics of frequency count and simple percentage were utilized to explain demographic characteristics, employee retention strategy and organizational performance related questions of respondents, while chi square was used to analyze each of the hypotheses of the study. The questionnaires that were duly completed and returned from the respondents were verified and the responses were coded and computed into the Statistical Package for Social Sciences (SPSS)

Data Presentation and Interpretation of Result

Bio Data of the Respondents

Table 1: Sex of the respondents

Sex	Frequency	Percentage
Male	176	58.7%
Female	124	41.3%
Total	300	100%

Source: Researcher's Field Survey, 2019.

Table 1 shows that 176(58.7%) of the respondents were male respondents while 124(41.3%) of the respondents are female. Therefore, male participated in the survey than the female in the study. This implies that majority of the staffs in Nigerian Bottling Co. Plc are male.

Table 2: Analysis Based on Age of Respondents

Age	Frequency	Percentage
Below 30 years	40	13.3%
31 – 40 years	116	38.7%
41 – 50 years	76	25.3%
51 and above	68	22.7%
Total	300	100%

Source: Researcher's Field Survey, 2019.

Table 2 reveals that 40(13.3%) of the respondents age fall between 21- 30 years, 116 (38.6%) of the respondents age fall between 31 – 40 years, 76(25.3%) of respondents age fall between 41 – 50 years and 68(22.7%) of the respondents age fall between 51 years and above. It can then be concluded that majority of the staff in Nigerian Bottling Co. Plc fall between 31 – 40 years of age. This therefore implies that active and energetic people work in the organization.

Table 3: Analysis Based on Educational Qualification of Respondents

Educational Qualification	Frequency	Percentage
SSCE	40	13.3%
N.C.E/ND	50	16.7%
B.Sc./HND/ B.A./B.Ed	158	52.7%
M.Sc and above	52	17.3%
Total	300	100%

Source: Researcher's Field Survey 2019.

Table 3 reveals that 40(13.3%) of the respondents are secondary school certificate holder, 50(16.7%) of the respondents are NCE/ND holder, 158(52.7%) of the respondents are graduates, 52(17.3%) are M.sc certificate holder and above. It can then be concluded that majority of the staffs in Nigerian Bottling Co. Plc are University certificate holders.

Table 4: Analysis Based on Years of Experience of Respondents

Years of Experience	Frequency	Percentage
1- 5 years	60	20%
6- 10 years	144	48%
11 – 15 years	72	24%
16 years and Above	24	8%
Total	300	100%

Source: Researcher's Field Survey 2019.

Table 4 reveals that 60(20%) of the respondents have 1- 5 years of experience, 144 (48%) of the respondents have 6 – 10 years of experience, 72(24%) of respondents have 11 – 15 years of experience and 24(8%) of the respondents have 16 years and above experience. It can then be concluded that majority of the staff in Nigerian Bottling Co. Plc have 6 – 10 years of experience. It implies that majority of the staffs have a very sound experience in the work.

Analysis of the issue raised in the questionnaire

Table 5: The learning and development process in Nigerian Bottling Co. Plc is fair and based on formal procedures without bias?

Response	Frequency	Percentage
Strongly Agree	92	30.7%
Agree	88	29.3%
Undecided	12	4
Disagree	64	21.3%
Strongly Disagree	44	14.7%
Total	300	100%

Source: Researcher's Field Survey 2019.

From the above question, 92(30.7%) strongly agree that the training and development process in Nigerian Bottling Co. Plc is fair and based on formal procedures without bias, 88 (29.3%) agree that the learning and development process in Nigerian Bottling Co. Plc is fair and based on formal procedures without bias, 12(4%) are undecided whether the learning and development process in Nigerian Bottling Co. Plc is fair and based on formal procedures without bias, 64(21.3%) disagree that learning and development process in Nigerian Bottling Co. Plc is fair and based on formal procedures without bias while 44(14.7%) strongly disagree that the learning and development process in Nigerian Bottling Co. Plc is fair and based on formal procedures without bias. Therefore, it can be concluded that majority of the respondents concluded that the learning and development process in Nigerian Bottling Co. Plc is fair and based on formal procedures without bias.

Table 6: The learning and development process in Nigerian Bottling Co. Plc is based on the continuous intention of the employee to involve in on the job learning?

Response	Frequency	Percentage
Strongly Agree	160	53.3%
Agree	48	16%
Undecided	8	2.7%
Disagree	48	16%
Strongly Disagree	36	12%
Total	300	100%

Source: Researcher's Field Survey 2019.

The result shows that 160(53.3%) strongly agree that the learning and development process in Nigerian Bottling Co. Plc is based on the continuous intention of the employee to involve in on the job learning, 48(16%) agree that the learning and development process in Nigerian Bottling Co. Plc is based on the continuous intention of the employee to involve in on the job training, 8(2.7%) are vague as to whether the learning and development process in Nigerian Bottling Co. Plc is based on the continuous intention of the employee to involve in on the job training, 48(16%) disagree that the learning and development process in Nigerian Bottling Co. Plc is based on the continuous intention of the employee to involve in on the job training while 36(12%) strongly disagree that the learning and development process in Nigerian Bottling Co. Plc is based on the continuous intention of the employee to involve in on the job learning. Therefore, majority of the respondents concluded that the learning and development process in Nigerian Bottling Co. Plc is based on the continuous intention of the employee to involve in on the job training.

Table 7: The learning and development procedure in Nigerian Bottling Co. Plc is based on merit level and the ability of the staffs?

Response	Frequency	Percentage
Strongly Agree	192	64%
Agree	44	14.7%
Undecided	0	0%
Disagree	48	16%
Strongly Disagree	16	5.3%
Total	300	100%

Source: Researcher's Field Survey 2019.

From the above, 192(64%) strongly agree that the learning and development procedure in Nigerian Bottling Co. Plc is based on merit level and the ability of the staffs, 44(14.7%) agree that the learning and development procedure in Nigerian Bottling Co. Plc is based on merit level and the ability of the staffs, 48(16%) disagree that the learning and development procedure in Nigerian Bottling Co. Plc is based on merit level and the ability of the staffs while 8(5.3%) strongly disagree that the learning and development procedure in Nigerian Bottling Co. Plc is based on merit level and the ability of the staffs. Therefore, majority of the respondents concluded that the learning and development procedure in Nigerian Bottling Co. Plc is based on merit level and the ability of the staffs.

Table 8: The learning and development in Nigerian Bottling Co. Plc is aimed at enhancing job performance among staffs?

Response	Frequency	Percentage
Strongly Agree	144	48%
Agree	76	25.3%
Undecided	0	0%
Disagree	48	16%
Strongly Disagree	32	10.7%
Total	300	100%

Source: Researcher's Field Survey 2019.

The result shows that 144(48%) strongly agree that the learning and development in Nigerian Bottling Co. Plc is aimed at enhancing job performance among staffs, 76(25.3%) agree that the learning and development in Nigerian Bottling Co. Plc is aimed at enhancing job performance among staffs, 48(16%) disagree that the learning and development in Nigerian Bottling Co. Plc is aimed at enhancing job performance among staffs while 32(10.7%) strongly disagree that the training and development in Nigerian Bottling Co. Plc is aimed at enhancing job performance among staffs. Therefore, majority of the respondents concluded that the learning and development in Nigerian Bottling Co. Plc. is aimed at enhancing job performance among staffs.

Table 9: Learning and development is an effective tool to promote the continuity of organizational activities of Nigerian Bottling Co. Plc?

Response	Frequency	Percentage
Strongly Agree	124	41.3%
Agree	68	22.7%
Undecided	0	0%
Disagree	56	18.7%
Strongly Disagree	52	17.3%
Total	300	100%

Source: Researcher's Field Survey 2019.

From the above question, 124 (41.3%) strongly agree that learning and development is an effective tool to promote the continuity of organizational activities of Nigerian Bottling Co. Plc, 68(22.7%) agree that learning and development is an effective tool to promote the continuity of organizational activities of Nigerian Bottling Co. Plc, 56(18.7%) disagree that learning and development is an effective tool to promote the continuity of organizational activities of Nigerian Bottling Co. Plc while 52(17.3%) strongly disagree that learning and development is an effective

tool to promote the continuity of organizational activities of Nigerian Bottling Co. Plc. Therefore, majority of the respondents strongly concluded that learning and development is an effective tool to promote the continuity of organizational activities of Nigerian Bottling Co. Plc.

Table 10: Learning and development has effect on my performance level in Nigerian Bottling Co. Plc?

Response	Frequency	Percentage
Strongly Agree	136	45.3%
Agree	44	14.7%
Undecided	0	0%
Disagree	76	25.3%
Strongly Disagree	44	14.7%
Total	300	100%

Source: Researcher's Field Survey 2019.

From the above question, 68 (45.3%) strongly agree that learning and development has effect on my performance level in Nigerian Bottling Co. Plc, 44(14.7%) agree that learning and development has effect on my performance level in Nigerian Bottling Co. Plc, 76(25.3%) disagree that learning and development has effect on my performance level in Nigerian Bottling Co. Plc while 44(14.7%) strongly disagree that learning and development has effect on my performance level in Nigerian Bottling Co. Plc. Therefore, majority of the respondents concluded that learning and development has effect on my performance level in Nigerian Bottling Co. Plc.

Table 11: The proportion of utilization and induction into the workplace among the trainees of Nigerian Bottling Co. Plc after training exercise is encouraging?

Response	Frequency	Percentage
Strongly Agree	40	13.3%
Agree	188	62.7%
Undecided	12	4
Disagree	32	10.7%
Strongly Disagree	28	9.3%
Total	300	100%

Source: Researcher's Field Survey 2019.

From the above question, 40(13.3%) strongly agree that the proportion of utilization and induction into the workplace among the trainees of Nigerian Bottling Co. Plc after learning exercise is encouraging, 188(62.7%) agree that the proportion of utilization and induction into the workplace among the trainees of Nigerian Bottling Co. Plc after learning exercise is encouraging, 12(4%) are undecided whether the proportion of utilization and induction into the workplace among the trainees of Nigerian Bottling Co. Plc after learning exercise is encouraging, 32(10.7%) disagree that the proportion of utilization and induction into the workplace among the trainees of Nigerian Bottling Co. Plc after the learning exercise is encouraging while 28(9.3%) strongly disagree that the proportion of utilization and induction into the workplace among the trainees of Nigerian Bottling Co. Plc after learning exercise is encouraging. Therefore, majority of the respondents concluded that the proportion of utilization and induction into the workplace among the trainees of Nigerian Bottling Co. Plc after learning exercise is encouraging.

Table 12: Learning and development programmes enhance employees' performance during and after the training programmes?

Response	Frequency	Percentage
Strongly Agree	100	33.3%
Agree	96	32%
Undecided	0	0%
Disagree	64	21.3%
Strongly Disagree	40	13.3%
Total	300	100%

Source: Researcher's Field Survey 2019.

From the above question, 100(33.3%) strongly agree that learning and development programmes enhance employees' performance during and after the learning programmes, 96(32%) agree that learning and development programmes enhance employees' performance during and after the programmes, 64(21.3%) disagree that learning and development programmes enhance employees' performance during and after the learning programmes while 40(13.3%) strongly disagree that learning and development programmes enhance employees' performance during and after the learning programmes. Therefore, majority of the respondents concluded that learning and development programmes enhance employees' performance during and after the learning programmes.

Table 13: Learning and development design significantly affect employee performance in Nigerian Bottling Co. Plc?

Response	Frequency	Percentage
Strongly Agree	144	48%
Agree	120	40%
Undecided	0	0%
Disagree	16	5.3%
Strongly Disagree	20	6.7%
Total	300	100%

Source: Researcher's Field Survey, 2019.

From the above question, 144(48%) strongly agree that learning and development design significantly affect employee performance in Nigerian Bottling Co. Plc, 120(40%) agree that learning and development design significantly affect employee performance in Nigerian Bottling Co. Plc, 16(5.3%) disagree that learning and development design significantly affect employee performance in Nigerian Bottling Co. Plc while 20 (6.7%) strongly disagree that learning and development design significantly affect employee performance in Nigerian Bottling Co. Plc. Therefore, majority of the respondents concluded that learning and development design significantly affect employee performance in Nigerian Bottling Co. Plc.

Table 14: There are challenges facing learning and development of employee in Nigerian Bottling Co. Plc?

Response	Frequency	Percentage
Strongly Agree	96	32%
Agree	92	30.7%
Undecided	8	2.6%
Disagree	56	18.7%
Strongly Disagree	48	16%
Total	300	100%

Source: Researcher's Field Survey, 2019.

From the above question, 96(32%) strongly agree that there are challenges facing learning and development of employee in Nigerian Bottling Co. Plc, 92(30.7%) agree that there are challenges facing learning and development of employee in Nigerian Bottling Co. Plc, 8(2.6%) are undecided whether there are challenges facing learning and development of employee in Nigerian Bottling Co. Plc, 56(18.7%) disagree that there are challenges facing learning and development of employee in Nigerian Bottling Co. Plc while 48(16%) strongly disagree that there are challenges facing learning and development of employee in Nigerian Bottling Co. Plc. Therefore, majority of the respondents concluded that there are challenges facing learning and development of employee in Nigerian Bottling Co. Plc.

Testing For Hypotheses

Hypothesis One

- H₀: Learning and development does not have significant impact on employee performance in Nigerian Bottling Co. Plc.
H₁: Learning and development have significant impact on employee performance in Nigerian Bottling Co. Plc.

Table 15: Table testing whether learning and development does not have significant impact on employee performance in Nigerian Bottling Co. Plc.

RESPONSES	OBSERVED VALUE	EXPECTED VALUE	Df	X-CALCULATED	X-CRITICAL VALUE	P	DECISION
SD	20	60	4	55.300	9.488	0.05	Accept the alternative hypothesis
D	16	60					
UD	0	60					
A	120	60					
SA	144	60					

Source: SPSS result and field survey 2019.

X² calculated value = 55.300

X² Critical value = 9.488

Decision Rule: if X²_{calculated} is greater than X²_{tabulated} accept the alternative hypothesis and if otherwise, accept the null hypothesis.

From the above chi-square summary table, it shows that the calculated X² statistics is 55.300 while the critical value is 9.488 at 5% level of significance with 4 as the degree of freedom. Therefore, since the first condition is certified as the calculated value is greater than the critical value (i.e. X²

cal > X^2 -critical). Hence, we are to accept the alternative hypothesis which states that learning and development have significant impact on employee performance in Nigerian Bottling Co. Plc.

Hypothesis Two

H₀: There is no significant effect of learning and development on employee performance in Nigerian Bottling Co. Plc.

H₁: There is a significant effect of learning and development on employee performance in Nigerian Bottling Co. Plc.

Table 16: Table testing whether learning and development is not directly responsible for high employee performance in Nigerian Bottling Co. Plc.

RESPONSES	OBSERVED VALUE	EXPECTED VALUE	Df	X-CALCULATED	X-CRITICAL VALUE	P	DECISION
SD	48	60	4	74.100	9.488	0.05	Accept the alternative hypothesis
D	32	60					
UD	12	60					
A	112	60					
SA	96	60					

Source: SPSS result and field survey 2019.

X^2 calculated value = 74.100

X^2 Critical value = 9.488

Decision Rule: if $X^2_{\text{calculated}}$ is greater than $X^2_{\text{tabulated}}$ accept the alternative hypothesis and if otherwise, accept the null hypothesis.

From the above chi-square summary table, it shows that the calculated X^2 statistics is 74.100 while the critical value is 9.488 at 5% level of significance with 4 as the degree of freedom. Therefore, since the first condition is certified as the calculated value is greater than the critical value (i.e. $X^2_{\text{cal}} > X^2_{\text{critical}}$). Hence, we are to accept the alternative hypothesis which states that learning and development is directly responsible for high employee performance in Nigerian Bottling Co. Plc.

Hypothesis Three

H₀: There are no challenges facing learning and development of employee in Nigerian Bottling Co. Plc.

H₁: There are challenges facing learning and development of employee in Nigerian Bottling Co. Plc.

Table 17: Table testing whether there are no challenges facing learning and development of employee in Nigerian Bottling Co. Plc.

RESPONSES	OBSERVED VALUE	EXPECTED VALUE	Df	X-CALCULATED	X-CRITICAL VALUE	P	DECISION
SD	48	60	4	30.800	9.488	0.05	Accept the alternative hypothesis
D	56	60					
UD	8	60					
A	92	60					
SA	96	60					

Source: SPSS result and field survey 2019.

X^2 calculated value = 30.800

X^2 Critical value = 9.488

Decision Rule: if $X^2_{\text{calculated}}$ is greater than $X^2_{\text{tabulated}}$ accept the alternative hypothesis and if otherwise, accept the null hypothesis.

From the above chi-square summary table, it shows that the calculated X^2 statistics is 30.800 while the critical value is 9.488 at 5% level of significance with 4 as the degree of freedom. Therefore, since the first condition is certified as the calculated value is greater than the critical value (i.e. $X^2_{\text{cal}} > X^2_{\text{critical}}$). Hence, we are to accept the alternative hypothesis which states that there are challenges facing learning and development of employee in Nigerian Bottling Co. Plc.

Conclusions

The essence of learning and development in an organization cannot be over emphasized. It has been observed that learning is very important in every aspect of an organization. It enhances the efficiency of employee, increases output and motivates employees for better performance. It has been discovered that learning and development are not isolated from employees in the organization.

The study however noted that as a result of learning, new knowledge, skills and changing attitudes are communicated to employees in order to raise awareness of their current knowledge. This indicates that, when employees undergo learning, their confidence can be increased and their value can be confirmed as well. It therefore concluded that effective learning will leads to an increase in productivity, safety practices and quality customer service.

It is therefore important for the purpose of enhancing individual performance that learning and development should be made a continuous process that should last through an employee's entire working life. This is because low and middle level employees need to adapt to new skills and technologies while managers and top management personnel need deeper knowledge and understanding of their jobs, the jobs of others, a good understanding of where and how their jobs fit into the wider organizational pattern.

The study also concluded that learning is an opportunity to increase long-term productivity in an organization. Investing in learning and development is imperative for any organisation, because workers are essentially assets to an organisation and should therefore be treated as human capital. The more that is invested in them, the more that can be expected from them in terms of performance which can give the organization its competitive edge.

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