

Human Resource Development and Employee Productivity of Telecommunication Firms in Port Harcourt

Dr. Ezediuto, Stanley Uchenna
Department of Management
Faculty of management Sciences
Ignatius Ajuru University of Education
Port Harcourt, Rivers State
ezediuto.stanley@gmail.com

Dr. Tamunotonye Jonah Oruma
Department of Management
Faculty of management Sciences
Ignatius Ajuru University of Education
Port Harcourt, Rivers State
tonyeoruma@gmail.com

DOI 10.56201/ije_bm.v10.no5.2024.pg154.166

Abstract

This study sought to analyze human resource development and employee productivity of telecommunication firms in Port Harcourt. The specific objective of the study was to determine the extent of relationship between human resources development and employee productivity of telecommunication firms in Port Harcourt. Descriptive survey design was used. The methodology adopted was survey method to collect both primary and secondary data was used, a structured questionnaire with open and close-ended questions were used to gather information. The population of the study consists of 451 managers, management staff and junior staff of MTN NIG, 9mobile, Airtel and Globalcom in Port Harcourt. The sampling technique used was the non-probability sampling technique, also the sample size was determined using the Taro Yamane's formula (1964) which was 207. Secondary and Primary data was utilized in this study. Secondary data was obtained from reviewing text books, publications. Primary data was gathered with the aid of questionnaires. A total of 207 copies questionnaire were distributed with 187 being answered correctly and fully. Data was analyzed using percentage, tables and Spearman Rank Order Correlation techniques and with Statistical Package for Social Science (SPSS) was used to test the nine hypotheses. The findings revealed human resources development has positive relationship between employee productivity of telecommunication firms in Port Harcourt. Based on the findings, it was concluded that human resource department should work as a philosophy of culture and values of the organization. It was therefore recommended amongst others that management should ensure adequate funding of human resource development programmes, proper flow of information between the employees and management and a conducive working environment for her employees because they are the driving force of the institution.

Keywords: *Human Resource Development, Employee Productivity, Job Rotation, Mentoring, Training, Effectiveness, Efficiency, Innovation.*

INTRODUCTION

In today's environment, where competition is very high amongst various businesses regardless of demographical boundaries, it becomes a challenge for the businesses to get and then maintain a distinguished position in the industry. The basic reason for an organization's existence is to satisfy the needs of the customers through repeat patronage which will open the avenue for increased of profit making. One of the factors affecting the performance of an organization is customer relationship management, which is the main focus of study. Customer are becoming the focal point and organizations are trying to satisfy the needs of their customers through customized production with the aim of retaining the customers and sustaining the long term and flourishing relationships with their customers.

Human resource is so important such that it is the backbone of any organisation and they are also the main resource of the organization, Khan *et al.* (2011). The human resource ability of municipalities visibly and directly affects the government's capacity to implement and achieve its development programmes at local level hence it is necessary for the municipalities to train and develop the competencies and skills of their personnel for the improvement of both individual, team and employee productivity for the ultimate achievement of state goals.

Good human resource development (HRD) practices can make a big difference on the performance of organisations and their positions in the economy. Human resource development plays a vital role in relation to employee performance. This is because everything that needs to be conducted is run by the human resource in the hope to achieve optimal results according to organizational goals as collective team efforts between employees and their employers. Mathis & Jackson (2006) contend that development is an effort to improve employees' skills so that they are capable of handling various activities beyond their present capabilities.

Human resource development is vital. It is essential not only for affecting efficiency of administration but also for broadening the vision of the employees. It teaches them precision, makes them self-reliant and independent and develops in them capacity to take decisions and arrive at judgments. It enables employees adjust themselves to the new situation and comprehend the goals and values of the organization in which they work. Human resource development (HRD) can be considered a sub-section of human resource management and can be defined as a complex process in which competence (knowledge, skills and attitudes) accumulates through On-the Job-training, education, coaching, mentoring, and work and life experiences. It involves developing competence in individuals in order for them to perform optimally (Manninen & Viitala, 2007). Human resource development is important when it comes to the acquisition and assimilation of employees into the workplace (Phago, 2013). After human capital acquisition, there is pressure to deliver services of the highest quality (Mello, 2013; Phago, 2013) under limited resources (Mello, 2013).

Equally, human resource development is important in terms of talent, attraction, recruitment and retention (Dorasamy, 2013). According to Dorasamy (2013), employees' knowledge is critical for the long-term sustainability organisations that are dependent of knowledge, technology and information. Their skills, experience and expertise provide organisations with knowledge-focused employees who need to be developed and retained for organisational success. Therefore, developing such a workforce requires employees On-the Job-training and development (Dorasamy, 2013).

Productivity is a system or set of components whose function is to transform a set of inputs into some desired output. A component may be machine, man, tool, and part of the environment of the system. Krietner (1995) stated that productivity is a measurement or calculation between inputs and outputs. Inputs are the amount of time and effort spent working, while outputs are the results. If the outputs are equivalent or more than inputs, the worker is considered productive. Productivity is linked to employee's quality of On-the Job-training and morale which are handled by human resources. When employees are happy at work, they have more motivation, which increases productivity. Poor On-the Job-training and morale causes employees to be disengaged, or lower their productivity. Productivity is an index which is used to measure the ratio of output per unit of input (Imaga, 1999). It simply tells whether or not factors of production are contributing more or less to total output. Employee productivity is a function of ability, will and situational factors. An organization may have employees of ability and determination, with appropriate equipment and managerial support, yet productivity falls below expected standards. In the same vein, Anugwom (2007) in a critical evaluation of manpower productivity in Local Government System described the available human resources that the local government can tap, in order to effectively discharge its duties and obligations to its constituents. It is worthy of mention that the manpower needs of the local government can be seen at different stages, each corresponding to a particular need or duty. This study therefore seeks to fill this knowledge gap by determining the Human Resources Development and Employee Productivity of Telecommunication Firms in Port Harcourt.

Statement of Problem

Nwanolue & Iwuoha (2012) emphasized that the challenges of Human Resource development in Nigeria's telecommunication vis-à-vis Rivers State are myriads. These challenges according to them include; Colonial experience, Leadership style. Poor human capital planning and corruption. Those issues such as promotion and even recruitment and staff welfare are now done on preferential basis. Anazodo (2008) stated that there are continued to be unlikelihood of the attainment of the purposes for which the public sectors in Nigeria were established, reasons being that some senior public servants lack professional depth and often fail to provide any chain of continuity in government over the longer term.

The Nigerian Telecommunication Industry has developed to be very competitive, as different Telecommunication companies jostle for the attention of subscribers. One of the key challenges confronting these Telecommunication companies is how they manage their service quality, which holds a great deal to customer satisfaction, Stenbacka (2001). Service quality and customer satisfaction are very essential in maintaining customer loyalty. The relevance of the customer in every business organization cannot be overemphasized having known that the customer is the lifeblood of every business survival. Telecommunication sector has made tremendous growth in

last few years in Nigeria (www.finance.gov) and many companies are making investment in it but still customers are not satisfied often from services or features of their promotion offers. Customers have experienced challenges ranging from delay, stock out, non-availability of staff at service points, unprofessional conduct or rudeness by the staff of the Telecommunication, poor standard of records or improper information, failed promises among others (Dick and Basu 2004).

Business owners often concentrate on the improvement of their products, this is one of the basic features of the production concept. Often, they ignore their customer care and relationship; as a result, many of their customers move their purchasing interests to organizations who can serve them better. The problem here is that they fail to understand that customers' value, care and concern is far above the product quality (Foss and Stone, 2001). Based on the above, the study will explore the interactive relationship between Human Resources Development and Employee Productivity of Telecommunication Firms in Port Harcourt.

Purpose of the Study

The main aim of the study is to examine human resources development and employee productivity of telecommunication firms in Port Harcourt. Specific objectives of the study are:

1. To examine the relationship between Job Rotation and Employee Productivity of Telecommunication Firms in Port Harcourt.
2. To determine the relationship between Mentoring and Employee Productivity of Telecommunication Firms in Port Harcourt.
3. To ascertain the relationship between Training and Employee Productivity of Telecommunication Firms in Port Harcourt.

Research Questions

In-order to guide the study and achieve the above objectives, the following research questions is formulated:

1. To what extent does Job Rotation enhance Employee Productivity of Telecommunication Firms in Port Harcourt?
2. How does Mentoring enhance Employee Productivity of Telecommunication Firms in Port Harcourt?
3. What is the relationship between Training and Employee Productivity of Telecommunication Firms in Port Harcourt?

Hypotheses

The following hypothesis were used in guiding the analysis of our findings

- H₀₁. There is no significant relationship between Job Rotation and Effectiveness of Telecommunication Firms in Port Harcourt.
- H₀₂. There is no significant relationship between Mentoring and Effectiveness of Telecommunication Firms in Port Harcourt

H0₃. There is no significant relationship between Training and Effectiveness of Telecommunication Firms in Port Harcourt

METHODODOLOGY

This study was a descriptive survey. Its process of data collection involved the use of questionnaires and information from textbooks, journals and newspapers. The target population for this study comprised of managers, management staff and Junior staff of MTN NIG, 9mobile, Airtel and Globalcom in Port Harcourt. There are about four hundred and fifty-one (451) staff of MTN NIG, Airtel, 9mobile and Globalcom staff that made-up the population for the study. The random sampling technique was employed in the organization and in order to ensure that the population was given equal chances of being selected for the study.

The combinations of primary and secondary data were used as the instrument of the study. The primary data consisted of a structured questionnaire which was divided into (2), section 1, has the person information of the respondents, while section 2, sought for the opinion of the respondents, concerning the human resources development and employee productivity of telecommunication firms in Port Harcourt. The disagreement to the given statement, all the question I-II, were organized in a likert type of answer of strongly agreed (SA), agreed (A), neutral (N), Disagreed (D), and strongly disagreed (SD). A total of 207 respondents were administered the questionnaires, and introduction letter was attached to the questionnaire, while 187 were retrieved, which represents 90.3% of the total questionnaires distributed immediately after the completion. Secondary data were derived from textbooks, journals, newspapers as well as other published literature materials.

The questionnaires were given to the researcher's supervisor to ascertain the suitability of the instrument, and the Cronbach's Alpha Coefficient method was utilized ascertain the reliability of the study.

The percentage method was used in analyzing the research questions while the spearman's Rank order correlation coefficient statistical tools were used to test the generated null hypothesis, one and two respectively.

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

Demographic Analysis

Table 1: Showing Sex Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	122	65.2	65.2	65.2
	Female	65	34.8	34.8	100.0
	Total	187	100.0	100.0	

Source: Research Data 2024, (SPSS output version 25)

From the data in table 1, it can be observed that 65 representing 65.2 percent of the respondents are males while 65 representing 34.8 percent of the respondents are females.

Table 2: Showing Age Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30 years	15	8.0	8.0	8.0
	31-40 Years	51	27.3	27.3	35.3
	41-50 Years	71	38.0	38.0	73.3
	51 years and above	50	26.7	26.7	100.0
	Total	187	100.0	100.0	

Source: Research Data 2024, (SPSS output version 25)

From the data in table 2, it can be observed that 15 respondents representing 8.0 percent of the respondents were less than 30 years of age, 51 respondents representing 27.3 percent fall within the 31-40 years age bracket while 71 of the respondents representing 38.0 percent were observed to have fallen within the 41-50 years age bracket. The remaining 51 respondents representing 26.7 percent of the total respondents were between 51-60 years age bracket.

Table 3: Showing Marital Status of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	80	42.8	42.8	42.8
	Married	102	54.5	54.5	97.3
	Divorced	5	2.7	2.7	100.0
	Total	187	100.0	100.0	

Source: Research Data 2024, (SPSS output version 25)

From the data in table 3, it is clearly indicated that 102 of the respondents indicating 54.5 percent of the respondents are married while 80 of the respondents indicating 42.8 percent were single and the remaining 5 respondents representing 2.7 percent were Divorced.

Table 4: Showing Educational Levels of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	OND/NCE	33	17.6	17.6	17.6
	HND/B.Sc	124	66.3	66.3	84.0
	Master's Degree	30	16.0	16.0	100.0
	Total	187	100.0	100.0	

Source: Research Data 2024, (SPSS output version 25)

The data in table 4, portrays the educational qualifications of the respondents. From the results above, 30 respondents indicating 17.6 percent have their Master’s degree, 124 of the respondents indicating 66.3 percent were either HND or Bachelor’s degree holders while the remaining 30 respondents indicating 16.0 percent of the respondents possessed NCE/OND.

Table 5: Showing Work Experience of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5 years	33	17.6	17.6	17.6
	6-10 years	138	73.8	73.8	91.4
	11-15 years	16	8.6	8.6	100.0
	Total	187	100.0	100.0	

Source: Research Data 2024, (SPSS output version 25)

From the data presented in table 5 it can be observed that 33 respondents indicating 17.6 percent had worked for between 0-5 years. 138 which indicated 73.8 percent had been working for a period between 6-19 years and 16 of the respondents indicating 8.6 percent had been in the system for 11-15 years in the organization.

Univariate Data Analyses

Analysis on Human Resources Development

Table 6 Response Rates and descriptive statistics for Job Rotation

Job Rotation	SA	A	N	D	SD	Mean	Std.	Remarks
1. Job Rotation of employees results in high rate of performance which in return leads to organizational growth	69	36	12	56	14	3.48	1.431	Moderate
2. Inadequate human resource development has a negative impact on the organizational productivity.	54	74	15	17	27	3.59	1.370	High
3. The success of any organization depends on how effective the Human Resource Development has been managed.	43	59	15	36	34	3.22	1.455	Moderate

Source: Research Survey, 2024

Table 6 illustrates the response rates and frequency for Job Rotation measured on a 3-item instrument and scaled on a 5-point Likert scale.

Table 7 Response Rates and descriptive statistics for Mentoring

Mentoring	SA	A	N	D	SD	Mean	Std.	Remarks
1. Mentoring is a process to train individuals to provide pragmatic advice, and continuing support that will help the employee in their learning and development process	59	100	21	3	4	4.11	.823	High
2. Mentoring provides guidance and clear understanding of how the organization goes to achieve its vision and mission to the employee	48	99	15	13	12	3.84	1.084	High
3. Mentoring is a process to train individuals to provide guidance	51	61	13	33	29	3.39	1.441	Moderate

Source: Research Survey Data, 2024

Table 7 illustrates the response rates and frequency for Mentoring measured on a 3-item instrument and scaled on a 5-point Likert scale.

Table 8 Response Rates and descriptive statistics for Training

Training	SA	A	N	D	SD	Mean	Std.	Remarks
1 Employees enhancement comes through Training and Development	61	48	27	27	24	3.51	1.404	High
2 Training brings about positive attitude in employees	49	75	27	18	18	3.64	1.238	High
3 Training enhance the employee skills	90	46	24	12	15	3.98	1.264	High

Source: Research Survey Data, 2019

Table 8 illustrates the response rates and frequency for Training measured on a 3-item instrument and scaled on a 5-point Likert scale.

Analysis on Employee Productivity

Table 9 Descriptive Statistics for Employee Productivity

	N	Minimum	Maximum	Mean	Std. Deviation
Effectiveness	187	1.33	5.00	4.1355	.90568
Efficiency	187	1.67	5.00	3.8396	1.01914

Valid N (listwise) 187

Source: Research Survey, 2024

Table 9 above illustrates the descriptive statistics for Employee productivity which are with Effectiveness and Efficiency mean scores of 4.1355 and 3.8396.

Bivariate Analysis

Presentation of Results on the Analysis of Data and Testing of Hypotheses.

Relationship between Training and Employee Productivity

Table 10 Correlations for Training and Employee Productivity

			Training	Effectiveness	Efficiency
Spearman's rho	Training	Correlation Coefficient	1.000	.531**	.909**
		Sig. (2-tailed)	.	.000	.000
		N	187	187	187
	Effectiveness	Correlation Coefficient	.531**	1.000	.600**
		Sig. (2-tailed)	.000	.	.000
		N	187	187	187
	Efficiency	Correlation Coefficient	.909**	.600**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	187	187	187

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data, 2024 (SPSS output version 25)

Table 10 illustrates the test for the two previously postulated bivariate hypothetical statements.

Relationship between Mentoring and Employee Productivity

Table 11 Correlations for Mentoring and Employee Productivity

			Mentoring	Effectiveness	Efficiency
Spearman's rho	Mentoring	Correlation Coefficient	1.000	.768**	.581**
		Sig. (2-tailed)	.	.000	.000
		N	187	187	187
	Effectiveness	Correlation Coefficient	.768**	1.000	.600**
		Sig. (2-tailed)	.000	.	.000

	N	187	187	187
Efficiency	Correlation	.581**	.600**	1.000
	Coefficient			
	Sig. (2-tailed)	.000	.000	.
	N	187	187	187

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2024, (SPSS output version 25)

Table 11 illustrates the test for the two previously postulated bivariate hypothetical statements.

Relationship between Job Rotation and Employee Productivity

Table 12 Correlations for Job Rotation and Employee Productivity

			Job Rotation	Effectivene ss	Efficiency
Spearman's rho	Job Rotation	Correlation	1.000	.452**	.535**
		Coefficient			
		Sig. (2-tailed)	.	.000	.000
		N	187	187	187
Effectiveness	Effectiveness	Correlation	.452**	1.000	.600**
		Coefficient			
		Sig. (2-tailed)	.000	.	.000
		N	187	187	187
Efficiency	Efficiency	Correlation	.535**	.600**	1.000
		Coefficient			
		Sig. (2-tailed)	.000	.000	.
		N	187	187	187

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data 2024, (SPSS output version 25)

Table 12 illustrates the test for the two previously postulated bivariate hypothetical statements.

Discussion of Findings

Positive significant relationship between Training and Employee Productivity

The test of hypotheses one, shows that there is a strong positive relationship between Training and each of the measures of Employee Productivity. The positive values of (0.531 and 0.909) show the strength of the relationships between the variables. The P-value (0.00) is less than the level of significance at (0.05). Therefore, this suggests that a positive relationship exists between Training, Effectiveness and Efficiency. Supporting this, Nwachukwu (2009) stated that Training is the act of increasing the skills of an employee for doing a particular job. Training program focused more on preparation for improved performance in particular job, Ede (2005). Training offered to employees, may help them reduce their anxiety or frustration, brought on by work demands, that they are not familiar with, and they are lacking the skills to handle effectively (Chen *et al.*, 2004).

Positive Significant relationship between Mentoring and Employee productivity

The test of hypotheses two, shows that there is a positive relationship between Mentoring and each of the measures of Employee Productivity. The positive values of (0.768 and 0.581) show the strength of the relationships between the variables. The P-value (0.00) is less than the level of significance at (0.05). Therefore, this suggests that a positive relationship exists between Mentoring, Effectiveness and Efficiency collaboration. Hence, the null hypotheses are hereby rejected. Baridam (2008) is in support of this when he stated that Mentoring is very important for lower level employees because it enables them to move up the organizational ladder, thus provide them more responsibility and higher wage. This makes them to be satisfied with their job and Efficiency thus leads to Effectiveness.

Positive significant relationship between Job Rotation and Employee Productivity

The test of hypotheses three, shows that there is a strong positive relationship between Job Rotation and each of the measures of Employee Productivity. The positive values of (0.452 and 0.535) show the strength of the relationships between the variables. The P-value (0.00) is less than the level of significance at (0.05). Therefore, this suggests that a positive relationship exists between Job Rotation, Effectiveness and Efficiency. Hence, the null hypotheses are hereby rejected. Supporting the above, Geohart (2013) stated that Job Rotation is telling people what to do and seeing that they do it to the best of their ability.

CONCLUSION

Based on findings, it was discovered that Human resources development programmes are important factors in boosting employees' morals in any organization. Just as other motivating factors, employees desire training because it does not only enhance their chance for promotion but also increases their confidence on the job, reduce costs that are always attributed to ignorance and mediocrity, and also increases the institution output. Sadly, though is the fact that the human resources department of the institution is bedeviled with myriads of problems.

It was also concluded that Human resource Department should work as a philosophy of culture and values of the organization. Practically there should be a shift from blue collar to white collar employees as this gives more dignity for the employees that increases employee engagement. If the employees are engaged the performance levels will be higher, they would sell harder, provide better service, productivity would be higher, they would produce enriched quality, lesser defects and most importantly the safely records too will be improved as the employee engagement is a barometer that determines the association of an employee with his organization. However, an associated and engaged employee is always a productive employee.

RECOMMENDATIONS

Based on the above conclusions, the researcher recommend as follows:

1. Management should ensure adequate funding of human resources development programmes, proper flow of information between the employees and management and a conducive working environment for her employees because they are the driving force of the institution.

2. Human resource training and development should be adopted in our business concern in a big way because these employees even when they are the right people at the job need to be updated and modifies considering our dynamic environment.
3. Selection of employees to participate in human resources development programmes should be opened and strictly based on merit rather than on parochial interest. More so, the institution should sensitize its employees as regard to the imperatives of training and development.

REFERENCES

- Al-Matari, E. M., Al-Swidi, A. K., & Btfadzil, F. H. (2014). The Measurements of Firm Performance's Dimensions. *Asian Journal of Finance & Accounting*, 6 (1).
- Angel, L., Meroño C., & López-Nicolas, C. (2013). Understanding the drivers of organization innovation. *The Service Industries Journal*, 33 (13), 1312-1325.
- Arshad, S., Asif, R., & Baloch, M. A. (2012). The impact of "Fairness" In working conditions on organizational performance in Pakistan telecommunication company limited, Pakistan. *International Journal of Economics and Management Sciences*, 2 (4), 10- 19.
- Becker, S. O., & Egger, P. H. (2013). Endogenous product versus process innovation. *EmpirEcon* (44), 329-354.
- Bogers, M. (2009). The Sources of Process Innovation in User Firms *Journal of Management*.
- Brettel, M., Mauer, R., Engelen, A., & Küpper, D. (2012). Corporate effectuation: Entrepreneurial action and its impact on R&D project performance. *Journal of Business Venturing*, 27 (2), 167–184.
- Cavaco, S., & Crifo, P. (2014). CSR and financial performance: complementarity between environmental, social and business behaviours. *Applied Economics*, 46 (27), 3323- 3338.
- Cheng, C. C., Yang, C.-I., & Sheu, C. C. (2014). The link between eco-innovation and business performance. *Journal of Cleaner Production* (64), 81-90.
- Cheng, Y. (2014). *Links between Transformational Leadership and Organizational Performance in Colleges and Universities: Mediating Effects of Organizational Innovation*. Published by Atlantis Press.
- Cohen, L., Manion, L. L., & Morrison, K. (2007). *Research Methods in education* (Vol. 10).
- Dari and Akbari and Zandieh, (2012), "The two-objective scheduling and job rotation of multi-skilled employees through engineering approach. *Studies in Management*, 17, (3), 1-21
- Doran, J., & Ryan, G. (2014). Eco-Innovation – does additional engagement lead to additional rewards? *International Journal of Social Economics*, 41 (11), 1110-1130.
- Dowling, P.J., and Welch, D.E. (2005), *International Human Resource Management: Managing People in a Multinational Context*. (4th Ed), (Mason, O.H: Thomson South-Western.

- Ede, K. O. (2005) *Fundamentals of Manpower On-the Job-training and Development*. Athrep Publishers, Abuja, Nigeria.
- Ennen, E., & Richter, A. (2010). The Whole Is More Than the Sum of Its Parts— Or Is It? A Review of the Empirical Literature on Complementarities in Organizations. *Journal of management*, 36, 207–233.
- Farhang, Pourghaz, JamshidZehi, (2012), "The Effectiveness of job rotation and its relation to organizational justice and organizational trust", *Public Management Research*, 7, (23), 129 -144.
- Halila, F., & Rundquist, J. (2011). The development and market success of eco-innovations. *European Journal of Innovation Management*, 14 (3), 278-302.
- Ibeku, C. (2003) *A Practical approach to Personnel Management*. Gostak Printing Publishing Co. Ltd., Enugu, USA.
- Jurado, J. V., Gracia, A. G., & Fernández-de-Lucio, I. (2009). Does external knowledge sourcing matter for innovation? Evidence from the Spanish manufacturing industry. *Industrial and Corporate Change*, 180 (4), 637–670.
- Khawaja, H., & Nadeem G. (2013): "On-the Job-training and Development Program and its Benefits to Employee and Organization: A Conceptual Study". *European Journal of Business and Management*. ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online). Vol. 5, No.2, 2013.
- Letangule, S. L., & Letting, N. K. (2012). Effect of Innovation Strategies on Performance of Firms in the Telecommunication Sector in Kenya. *Journal of Management*, 2 (3).
- Liang, D., Ma, Z., & Qi, L. (2013). Service Quality and Customer Switching Behavior in China's Mobile Phone Service Sector. *Journal of Business Research*, 66 (8), 1161-1167.
- Maleki F., & Gohari, G. (2012). "The relationship between structural empowerment and individual readiness to change," *Journal of Occupational Care Research Center of Tehran University of Medical Sciences (Job Journal of Iran)*, 25, (76)10-18.
- Nishtha L., & Amit M. (2010), "How On-the Job-training Jump-Starts Employee Performance", *Indian Management*, 49 (6), 14-18.
- Paknejad, K., & Honari D. (2010), "The relationship between learning organization and readiness for change in the Islamic Republic of Iran's Physical Education Organization" *Sport Management Studies*, Issue 12, Winter 168 -149.
- Schmidt, S. W. (2009), "Employee demographics and job On-the Job-training satisfaction: the relationship between dimensions of diversity and satisfaction with job On-the Job-training." *Human Resource Development International*, 12, (3), 297-312.
- Sheeba, H. (2011). "A Study of Effectiveness of On-the Job-training and Development Programmes of UPSTDC, India – An analysis", *South Asian Journal of Tourism and Heritage*, Vol.4 (1).