

Effect of Training on Employees' Quality of Work in Consumer Goods Firms: An Empirical Review

Bolanle Odunlami Ibojo (Ph.D)

Department of Business Administration
Faculty of Management Sciences, Ajayi Crowther University Oyo, Nigeria.
Email: bo.ibojo@acu.edu.ng

Akinade Mojisola Esther

Department of Business Administration
Faculty of Management Sciences, Ajayi Crowther University Oyo, Nigeria.
Email: akinademojisola2@gmail.com

DOI: [10.56201/ijssmr.v9.no11.2023.pg111.125](https://doi.org/10.56201/ijssmr.v9.no11.2023.pg111.125)

Abstract

*In today's competitive business arena, business organizations enterprises must continually improve the quality of their products and services to stay ahead of the competitors. It's therefore in every organization's interest to enhance the job performance of the employees by implementing training as one of the major steps to boost on employees' productivity and quality of work. This paper examines the effect of training on employees' quality of works in selected consumer goods firms in Ibadan, Oyo State. The research design utilized is the cross-sectional survey research design. Statistically valid conclusion was made by the researcher on responses from 158 respondents from the sample. Data were analyzed using both descriptive and inferential statistics including Pearson product moment correlation co-efficient was used to test the postulated hypotheses. The findings reveal a significant positive correlation between on-the-job training and employees' quality of work ($R = 0.208^{**}$, $N = 158$, $p < 0.09$); a significant positive correlation between off-the-job training and employees' quality of work ($R = 0.249^*$, $N = 158$, $p < 0.031$). The study concluded that employees' quality of work in the consumer goods sector is significantly and independently influenced by on-the-job training and off-the-job training. in addition, training has a significant effect on employees' quality of work. it was recommended that organizations in the consumer goods industry should prioritize the design and implementation of comprehensive training and development programs in order to increase employees work quality which impacts on general organizational performance.*

Key words: Training, Quality of Work, Productivity, Competitive Advantage

INTRODUCTION

Today's business world is changing in a fast-paced manner and surrounded with great uncertainties, challenges and increased competition due to globalization, changes in technology, political and economic environments (Adamu, Mohammed & Gana, 2022). To effectively navigate through these situations, management of organizations are training and retraining their employees in order to prepare them to adjust to the increasing competitions, and also to enhance the performance of employees so that their organizations could benefit immensely from them. Thus, the success or otherwise of any organization therefore depend to a large extent on employee's effectiveness which depends on the quality of the human capital available in the employees (Obiekwe, 2018).

Obiekwe (2018) has also note that every organization has the responsibility to enhance the job performance of their employees, as measured in terms of employee ability to meet with deadlines, quality of work, ability to work with team and reliability and problem solving. This however can only be possible through development and implementation of training as one of the major steps to achieve this (Ahmad, & Manzoor, 2017). As is evident that employees are crucial resources, it is important to optimize the contribution of employees to the company aims and goals as a means of sustaining effective performance. This therefore calls for managers to ensure an adequate supply of staff that is technically and socially competent and capable of career development into specialist departments or management positions (Adamu et.al, 2022).

Employee's quality of work depends on various factors among which is training. Employees who have more on-the-job experience tends to perform better because there is an increase in the both their skills and competencies resulting from more on-the-job experience (Afrizal, Soleh, & Herfianti, 2020). Training also has impact on the return on investment since the organizational performance depends on employee performance (work quality) because human resource capital of organization plays an important role in the growth and development of such organization. So, to improve the organizational performance and the employee performance, training is given to the employee of the organization.

In today's competitive world, enterprises must continually improve the quality of their products and services to stay ahead of the competition. According to Jehanzeb and Bashir (2013), organizations' have to obtain and utilize their resources effectively. It's therefore in every organization's interest to enhance the job performance of the employees by implementing training as one of the major steps to boost on employees' productivity and quality of work. It is very important to find out and select a suitable and effective training program to develop employees' knowledge and to boost their performance because of not all training programs are adequate to accomplish an expected result (Afrizal, et al., 2020). The training feedback from employees is very helpful to make further improvement and increase the effectiveness level on the training and development program (Muhammad & Aiman, 2015). Excessive or over-training can cause unfavorable reaction and uninterested attitude of employees, they may look for job elsewhere (Halidu, 2015).

Khan, Yusoff, Hussain, and Ismail, (2019) point out that training is an attempt to improve current or future employee performance by increasing an employee's ability to perform through learning, usually by changing the employee's attitude or increasing his or her skills and knowledge. Training and is a function concerned with making improvement to the overall performance of individuals and corporations in organizational settings. According to Azmawani, Siew, Murali, and Wong (2014), training refers to the techniques used to present new personnel with the capabilities they want to perform their jobs while development implies those gaining knowledge of possibilities designed to help employees to grow or for their future growth.

Statement of Problem

Training is a process that is carried out in a systematic way geared toward improving personnel' competencies by imparting them with relevant skills and knowledge required to perform both current jobs and for their future growth. This allows an organization to take advantage over its competitors as its people are ready to respond to new environmental changes. Bearing in mind that human resources are the intellectual property of the firm, employees prove to be a good source of gaining competitive advantage and training is the only way of developing organizational intellectual property through building employees' competencies and improve quality of work (Aidah, 2013, cited in Nguyen, 2020). In order to succeed, organizations have to obtain and utilize human resources effectively through a robust human resource development strategy of which training is a key factor. It is crucial for organizations to assist their workforce in obtaining the necessary skills needed and, increase commitment.

Despite the increasing effects on training of employees by organizations, there is still much to do on human resource development issues in developing countries and increasing concerns from organizational customers towards low quality services in the developing economies. It is further worth noting that while much is known about the economics of training in the developed world, studies of issues associated with training in less-developed countries are rarely found. Renny (2022) found clear evidence that training programs in the organization are positively related to employee performance; Lola, Afrizal, Meri and Ira (2023) indicate that training provide a positive significant influence on the performance of employees; Mohammed (2022) show that training (training design, training needs assessment, training delivery style and training evaluation) have significant positive effect on employees' performance. Despite these evidences in research studies, several organizations still treat training of employees as cost-incurring programs, while some others surcharge their employees for training and development programs. It is this contradicting views emerging from the actions of manager as regarding employee training and the much publicized benefits accruing from employee training that has resulted to the need to examine the effect of training on employees' quality of work in consumer goods firms in Ibadan, Nigeria. This is the problem addressed by this study.

Research Objectives

The primary objective of the study is to examine the effect of training on employees' quality of work in consumer goods firms. Specifically, it was set to;

- i) evaluate the relationship between on-the-job training and employees' quality of work in consumer goods firms.
- ii) determine the relationship between off-the-job training and employees' quality of work in consumer goods firms.
- iii) assess the combined effect of on-the-job training and off-the-job training on employees' quality of work in consumer goods firms.

Research Hypotheses

The following hypotheses are stated in null forms.

H₀₁: There is no significant relationship between on-the-job training and employees' quality of work in consumer goods firms.

H₀₂: There is no significant relationship between off-the-job training and employees' quality of work in consumer goods firms.

H₀₃: On-the-job training and off-the-job training has no significant effect on employees' quality of work in consumer goods firms.

Literature Review

Concept of Training

Training is the process of increasing the knowledge, and skills for doing a particular job. It is an organized procedure by which people learn knowledge and skill for a definite purpose. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee. Training is aimed at improving the behavior and performance of a person and also it is a never ending or continuous process. Training is an activity to improve the ability and improve the performance of employees or members in carrying out their duties by increasing skills, knowledge, skills, attitudes and behaviors related to work (McCrie and Lee, 2022). Training is one of the efforts to improve the ability of employees in carrying out the tasks that have been given so that employees are more skilled and able to carry out the responsibilities outlined by the organization (Wang, Jiang and Blackman, 2021). Training is intended to improve the mastery of various skills and techniques of certain work implementation, detailed and routine and training prepares employees to do jobs (Waris, 2015).

Types of Training Programs

On-the-Job Training: On-the-job training is an important topic of human resource management. It is a form of training provided at the workplace. During the training, employees are familiarized with the working environment they will become part of. Employees also get a hands-on experience using machinery, equipment, tools, materials, etc. Part of on-the-job training is to face the challenges that occur during the performance of the job. An experienced employee or

a manager are executing the role of the mentor who through written, or verbal instructions and demonstrations are passing on his/her knowledge and company-specific skills to the new employee. Executing the training on at the job location, rather than the classroom, creates a stress-free environment for the employees. On-the-job training is the most popular method of training. It is conducted in terms of Job Instructions, Apprenticeship & Coaching, Job Rotation, Committee Assignment, Internship Training, Training through step by step.

Off-the-job Training: This is another method of employee training which is concerned with the arrangements organized away from organizational work station. The trainees focus on learning experience by going under training outside the organizational work place. The trainees are removed from the stress and demands of workplace as the training program is organized away from organizational workplace. Simply, off-the-job training comprises of a place specifically allotted for the training purpose that may be near to the actual workplace, where the workers are required to learn the skills and get well equipped with the tools and techniques that are to be used at the actual work floor. It is conducted in terms of vestibule training, case study method, business exercise, role playing, special lectures and management games.

Concept of Employees' Quality of Work

Employee quality of work is achieving and accomplishing specific and well-determined tasks in the organization, these tasks will be measured with well-planned and predefined goals, objectives (Safitri & Lathifah, 2019). Armstrong (2020), stated that Employee Performance management is the continuous process of improving performance by setting individual and team goals that are aligned to the strategic goals of the organization, planning performance to achieve the goals, reviewing and assessing progress, and developing the knowledge, skills, and abilities of people (Armstrong, 2020). Some of the main performance measurements are productivity, efficiency, effectiveness, quality of work and profitability (Aidan, 2013; Armstrong, 2020). Employee work quality demonstrated the improvement in production by perfect use of new technology with the help of highly aggravated employees (Al-Omari, Alomari, & Aljawarneh, 2020). Manager used to set high standards for individual in order to measure the performance of employees for the betterment of organization (Buchanan & Badham, 2020).

Empirical Review

Training and Employee Performance.

Kaumi, Yakaka and Adda (2023) made an assessment of the effect of training and development on employee performance: A review perspective. Training is generally considered as tool which is used to enhance individual skills, knowledge and abilities of a resource, and to enable that person to understand certain aspects of business. Training and Resource Development, when combined together with other practices directly affect the quality of HR outcomes, which eventually results in firm's higher performance. Need for a training program arises whenever there is a gap between the desired and actual performance of the employees. Usually, the senior management of a company tries to fill this skill gap by opting for 'On-job training'. The study finds that Modern

organizations have realized the importance of Human Resource Development (HRD), and have begun to use on-job training as a tool for increasing employee satisfaction. It is indeed the responsibility of the senior management of any organization to understand not only the apparent but also the 'hidden' needs of their employees.

Lola, Afrizal, Meri and Ira (2023) assessed training, work ability and employee performance. The population in this study were all employees of the South Padang sub-district office of 38 people. The technique of determining the number of samples using total sampling. The data analysis technique uses multiple regression by fulfilling the requirements of the classical assumption test for normality, and multicollinearity, and heteroscedasticity. Results indicated that, training provide a positive significant influence on the performance of employees of the South Padang Sub-District Office; Work ability has a positive influence on the Performance of South Padang District Office Employees has a negative influence on the performance of employees of the Padang Selatan sub-district office; Training and employability jointly have a positive effect on the performance of employees of the South Padang District Office.

Ashigar, Yakaka and Adda (2023) made a literature review of employee training and development for organizational performance. The improvement of morale, a sense of security, employee involvement, and the general competences required to carry out a particular job are just a few of the many aims that employee training and development helps the business and its employees to achieve. Training and development was found to be crucial tool for increasing employee performance as well as their effectiveness, productivity, satisfaction, motivation, and innovation at work. Finding the correct learning opportunities for employees will aid the firm in reaching its competitive posture in the contemporary global marketplace.

Mohammed (2022) evaluates the impact of training on employees' performance: A case study of Bahir Dar University, Ethiopia. The study adopted quantitative approach and the cross-sectional survey was used to collect data from a sample population of administrative employees of Bahir Dar University, Ethiopia who took training in 2019 chosen by simple random sampling. 316 questionnaires were distributed and collected for the study. Data were analyzed using both descriptive and inferential statistics. Results show that training design, training needs assessment, training delivery style and training evaluation have significant positive effect on employees' performance.

Ananthalakshmi and Ming (2019) examine the impact of on-the-job and off-the-job training on employee performance. The study adopted positivism research philosophy and collected quantitative primary data through survey questionnaire. The questionnaire was designed based upon various types of on-the-job and off-the-job training methods. Census method is adopted to collect data as the researcher distributed the questionnaire to all 162 employees in the target population providing an equal chance for all to participate in the study. 136 responses were returned however only 124 are accepted as the remaining was found to be incomplete. The result shows both on-the-job and off-the-job training achieve a standardized coefficients beta value of 0.370 and 0.546 respectively with significant value of 0.000 which concludes the outcome of the

research that on-the-job and off-the-job training have a positive significant impact on employee performance.

Mobarak, Musfiq and Wasib (2019) found in their study 'the impact of training and development on employee performance' that training and development leads the better performance of employees. The success of the organizations depends on employee performance. They opined that Training and development is the crucial factors of enlightening the employee performance in most organizations.

Ananthalakshmi (2019) tries to find out the influence of training and development on employee performance in nutritional industry. The independent variables used in this research are on the job training, feedback, training design, self-paced training and the dependent variable used is employee performance. A sample size of 36 employees. All primary data received from the 28 questions is then exported to Statistical Package for the Social Science (SPSS) software to perform statistical analysis on normality of the data, reliability test, what is the correlation between variables. Based on the result of descriptive statistic, the highest mean score is on the job training and followed by training design, feedback and self-paced training hence. The correlation values showed a positive significant relationship between all the independent variables with employee performance. It is concluded that training and development has positive significant influence on employee performance

METHODOLOGY

The research design and approach of this study were cross-sectional survey in which data were collected once across the population through sampling. The research instrument was a well-designed questionnaire. The target populations of the study are 922 employees of selected consumer goods firms in Ibadan, Oyo State Nigeria. The simple random sampling technique was utilized. The sample size of 279 was determined using the Taro Yemane's formula. Descriptive statistics was used to analyze the demographic characteristics. Furthermore, the inferential statistics was used to test the hypothesis earlier formulated at 0.05 significant level. Hypotheses 1 to 2 were tested using Pearson Product Moment Correlation Coefficients while Hypothesis 3 was tested using multiple regression analysis

Table 1: Distribution of Population of selected firms

Firm	Top Level	Middle Level	Low Level	Total
Company A	16	30	300	346
Company B	18	32	185	235
Company C	15	28	136	179
Company D	12	20	130	162

Total	61	110	751	922
--------------	-----------	------------	------------	------------

Source: Field Survey, (2023).

Sources of Data

The data collection method employed are primary and secondary source. Structured questionnaire was the major source of data collection.

Reliability of Research Instrument

The reliability of the questionnaire was measured by calculating Cronbach's Alpha Value through SPSS 20. Sekaran (2003) explains as Cronbach's Alpha is a reliability coefficient that indicates how well items in an instrument are positively correlated to one another. According to Lombard (2010), the Cronbach's alpha coefficients of 0.7 was considered appropriate in some exploratory studies. As indicated in Table 2, the reliability of the whole items is Pretest 0.784 and Posttest 0.841. This shows that the questionnaire used to gather data is valid and highly reliable.

Table 3: Cronbach's Alpha Reliability Test Result

Variables	Pre test			Post test		
	No of Items	No of samples	Cronbach's Alpha	No of Items	No of samples	Cronbach's Alpha
On-the-job training	5	10	0.741	5	158	0.743
On-the-job training	5	10	0.701	5	158	0.821
Quality of work	5	10	0.771	5	158	0.855
Overall	15	10	0.754	15	158	0.811

Source: Author's Computation (2023).

Results and Discussions

Descriptive statistics

The data was analyzed using the mean and standard deviation of training dimension as the independent variables (On-the-job training and On-the-job training) and dependent variable (employee quality of work). Based on these variables, the mean and standard deviation of the sample respondents of the respondent were examined. The higher the mean score means more respondents agreed with the statement and the lower the mean score means more respondents disagreed with the statement (Mohammed, 2022).

Table 4: Respondents Perspective on Training and employees' Quality of Work survey items

Variables	Strongly agree N(%)	Agree N(%)	Neutral N(%)	Disagree N(%)	Strongly disagree N(%)	Mean	SD
On-the-job Training							

On the job training help to develop the career of the individual and the prosperous growth of the organization	34(21.5)	78(49.4)	23(14.6)	17(10.8)	6(3.8)	3.74	1.036
On the job training is a form of training provided at the workplace	50(31.6)	72(45.6)	17(10.8)	17(10.8)	2(1.3)	3.96	986
On-the-job training is easy to arrange and manage	37(23.4)	75(47.5)	26(16.5)	13(8.2)	7(4.4)	3.77	1.040
On-the-job training is highly used for practical tasks	25(15.8)	57(36.1)	48(30.4)	20(12.7)	8(5.1)	3.45	1.062
On-the-job training is the most popular method of training	27(17.1)	52(32.9)	37(23.4)	35(22.2)	7(4.4)	3.36	1.136
Off-the-Job Training							
The main purpose of off the job training is to make the employees well informed about their job roles	39(24.7)	72(45.6)	29(18.4)	12(7.6)	6(3.8)	3.80	1.021
off-the-job training comprises of a place specifically allotted for the training purpose	52(32.9)	59(37.3)	26(16.5)	12(7.6)	9(5.7)	3.84	1.137
Under this training, the trainee is required to learn the operations of machines and equipment	36(22.8)	59(37.3)	34(21.5)	15(9.5)	14(8.9)	3.56	1.197
This type of training is essential in case of customer services	41(25.9)	56(35.4)	30(19.0)	22(13.9)	9(5.7)	3.62	1.176
Under off-the-job training, the worker concentrates only on the learning of a job and is not accountable for the production	50(31.6)	45(28.5)	31(19.6)	18(11.4)	14(8.9)	3.63	1.279
Quality of Work							

My organization encourage employee to put in their best in their work task.	45(28.5)	87(55.1)	10(6.3)	12(7.6)	4(2.5)	3.92	.752
My organization have room for continuous quality improvement in all production activities.	59(37.3)	65(41.1)	21(13.3)	8(5.1)	5(3.2)	3.98	.648
My organization ensures close coordination and teamwork among employees to achieve goals and objectives of quality in organization.	61(38.6)	59(37.3)	23(14.6)	9(5.7)	6(3.8)	3.38	.774
I am satisfied with the quality of products provided by the organization.	48(30.4)	80(50.6)	15(9.5)	13(8.2)	2(1.3)	3.99	.819
Organizational condition promotes quality of work in our organization.	77(48.7)	81(51.3)	-	-	-	4.30	.708

Source: Author's Computation (2023).

Decision Rule: strongly disagree = < 2.00; disagree = 2.00 – 2.49; neutral = 2.50 – 3.49; agree = 3.50 – 4.49; strongly agree = > 4.50.

Table 5: Descriptive Statistics of all Variables

Variables	Number of Sample	Minimum	Maximum	Mean	Std Deviation
On-the-Job Training	158	2.0000	5.0000	3.655696	.6745127
Off-the-Job Training	158	1.0000	5.0000	3.688608	.9095372
Quality of Work	158	1.6000	5.0000	4.059494	.6930077

Source: Author's Computation

The mean score below 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and the mean score above 3.8 was considered as high illustrated by comparing the means of score of 5-point Likert scale instrument.

On this basis, the On-the-Job Training mean of 3.655696 shows a moderate mean score. The employees` responses show that On-the-Job Training was capable to improve employee work quality. Also, the mean of Off-the-Job Training is 3.688608 reveal a moderate mean score. These indicate that Off-the-Job Training was adequate as a training dimension for employees' work quality improvement.

Test of Hypotheses

Hypothesis One

H₀₁: There is no significant relationship between on-the-job training and employees' quality of work in consumer goods firms.

Table 6: Result of correlation analysis between on-the-job training and employees' quality of work

Variable	Mean	Std. Dev.	N	Pearson R	P	Remark
On-the-job training	3.655696	0.6745127	158	0.208**	0.009	Sig
Employees' quality of work	4.059494	.6930077				

Source: Author's Computation (2023)

The results of the Pearson product moment correlation analysis examining the relationship between on-the-job training and employees' quality of work in the Consumer firms are presented in Table 6.

Hypothesis Two

H₀₂: There is no significant relationship between off-the-job training and employees' quality of work in consumer goods firms.

Table 7: Result of correlation analysis between off-the-job training and employees' quality of work

Variable	Mean	Std. Dev.	N	Pearson R	P	Remark
Off -the-job training	3.688608	.9095372	158	0.249*	0.031	Sig
Employees' quality of work	4.059494	.6930077				

Source: Author's Computation (2023)

The results of the Pearson product moment correlation analysis examining the relationship between off-the-job training and employees' quality of work in the Consumer firms are presented in Table 7.

Hypothesis Three

H₀₃: On-the-job training and off-the-job training has no significant effect on employees' quality of work in consumer goods firms.

$$EQW = f(OJT, OFT)$$

$$EQW = \beta_0 + \beta_1 OJT_{it} + \beta_1 OFT_{it} + \mu$$

Table 8: Multiple Regression Result on the Effect of on-the-job training and off-the-job training on employees' quality of work

Variables	F-Ratio	Sig of P	R	R ²	Adj R ²	B	T	P
On The Job Training	11.501	.000	.542	.294	.271	.248	2.581	.001
Off The Job Training						.342	2.345	.000

Source: Author's Computation (2023)

The results of the regression analysis examining the effect of On-the-job training and off-the-job training on employees' quality of work in in consumer goods firms, are presented in Table 8.

Discussion of Findings

In hypothesis one, the findings reveal a significant positive correlation between on-the-job training and employees' quality of work ($R = 0.208^{**}$, $N = 158$, $p < 0.09$). This suggests that as on-the-job training rises, there is a commensurate rise in employees' quality of work, leading to improved employee performance. Due to these results, the null hypothesis—which claimed no significant relationship between on-the-job training and employees' quality of work in consumer goods firms - was rejected, indicating that there is in fact a relevant relationship between these factors. In hypothesis two, the findings reveal a significant positive correlation between off-the-job training and employees' quality of work ($R = 0.249^*$, $N = 158$, $p < 0.031$). This suggests that as off-the-job training rises, there is a corresponding rise in employees' quality of work, leading to improved employee performance. Due to these results, the null hypothesis—which claimed no significant relationship between off-the-job training and employees' quality of work in consumer goods firms was rejected, indicating that there is in fact a relevant relationship between these factors.

In hypothesis three, the result shows that On the job training and Off the job training will jointly and independently predict employees' productivity. $F(2,155) = 11.501$; $R = .542$, $R^2 = .294$, $Adj. R^2 = .281$; $P = .000$). The coefficient of determination (R^2) indicates that 29% of the variation in employee work quality may be attributed to on-the-job training and off the job training. This demonstrates that the variable significantly affects employee work quality in the industry under study. Examining the individual contributions of each predictor, the findings demonstrate that on-the-job training ($\beta = 0.248$, $p 0.001$) and off the job training ($\beta = 0.342$, $p 0.01$) are both significantly improve employee work quality.

Consequently, the null hypothesis stating that these variables have no significant effect on employees' quality of work is rejected. These results show that employees' quality of work in the consumer goods sector is significantly and independently influenced by On-the-job training and Off-the-job training.

Conclusion and Recommendations

The study investigated the effect of training on employees' quality of work in consumer goods firms. The results indicated a significant positive relationship between on-the-job training and employee quality of work. This result indicates that when organizations undertake on-the-job

training, employees' performance tends to improve through high quality. On-the-job training provides employees with guidance, support, and opportunities for skill development and career growth. In terms of off-the-job training, the findings revealed a significant positive correlation between off-the-job training and employee's quality of work. The findings suggest that when employees undertake off-the-job training, their performance tends to improve through quality work. It allows for the transfer of knowledge, expertise, and experience from more experienced individuals to less experienced ones, creating a positive impact on employee performance. The regression analysis demonstrated that on-the-job training and off-the-job training collectively have a significant impact on employee performance. These findings highlight the importance of considering more than one factors in driving employee work quality. Based on this it was recommended that organizations in the Consumer Goods industry should prioritize the design and implementation of comprehensive training and developmental programs. Training programs should aim to equip employees with the necessary skills, knowledge, and competencies required to perform their roles effectively. Training initiatives should be tailored to individual employee needs and should encompass both technical and soft skills development. Regular evaluation and assessment of the effectiveness of training programs should be conducted to ensure their continuous improvement.

REFERENCES

- Ahmad, I., & Manzoor, S. R. (2017). Effect of teamwork, employee empowerment and training on employee performance. *International Journal of Academic Research in Business and Social Sciences*, 7(11), 380-394.
- Afrizal, M., Soleh, A., & Herfianti, M. (2020). The Effect Of Human Resources Development and Work Ability On Employee Performance In The Department Of Housing And Settlements Area Of Kaur Regency. *BIMA Journal (Business, Management, & Accounting Journal)*, 2(4).
- Aidan, N. (2013). Effects of training on employee performance in Uganda, Vaasan ammattokorkeakoulu vasa yrkeshogskola. University of applied science international business.
- Al-Omari, Z., Alomari, K., & Aljawarneh, N. (2020). The role of empowerment in improving internal process, customer satisfaction, learning and growth. *Management Science Letters*, 10(4), 841–848.
- Ananthalakshmi M. and Ming H.Y. (2019). Impact of Training Methods on Employee Performance in a Direct Selling Organization in Malaysia. *IOSR Journal of Business and Management*, 21, (10) (I), 07-14.

- Ashigar A.K.S., Yakaka B.A & Adda G.B. (2023). Employee Training and Development for organizational performance: A review perspective. *African Scholar Publications & Research International*, 28(7), 129-134
- Azmawani, A. R., Siew, I. N., Murali, S. & Wong, F., (2013). Training and Organizational effectiveness: moderating role of knowledge management process. *European Journal of Training and Development*, 37(5), pp. 472-488.
- Buchanan., & Badham. (2020). Power, politics, and organizational change. SAGE Publications Limited.
- Halidu, S. G. (2015). The Impact of Training and Development on Workers' Productivity. Review Pub Administration Manag 3: 160. doi:10.4172/2315- 7844.1000160
- Jehanzeb, K. & Bashir, N. A., 2013. Training and Development Program and its Benefits to Employee and Organization: A Conceptual Study. *European Journal of Business and Management*, 5(2), pp. 243-252.
- Kaumi A.K., Yakaka B.A. & Adda G.B. (2023). An assessment of the effect of training and development on employee performance: A review perspective. *World Journal of Advanced Research and Reviews*, 18(02), 258–270.
- Lola F.S., Afrizal H., Meri H. and Ira S, (2023). Training, work ability, organizational commitment and employee performance. *World Journal of Advanced Research and Reviews*, 17(03), 790–799.
- McCrie, R. and Lee, S. (Zech) (2022) 'Training and Development for High Performance', *Security Operations Management*, 119–156.
- Mobarak K., Musfiq M.C., Wasib B.L. (2019). The Impact of Training and Development on Employees' Performance: An Analysis of Quantitative Data. *Noble International Journal of Business and Management Research*, 3(2), 25-33
- Mohammed H.Y (2022) Impact of training on employee's performance: A case study of Bahir Dar university, Ethiopia, *Cogent Education*, 9:1,
- Muhammad I. and Aiman T. () (2015) Impact Of Training & Development On Employees' Performance In Banks Of Pakistan. *European Journal of Training and Development Studies* 3(1), 22-44.

- Obiekwe, O. (2018). Human capital development and organizational survival: a theoretical review. *International Journal of Management and Sustainability*, 7(4), 194-203. ISSN(e): 2306-0662 ISSN(p): 2306-9856 DOI: 10.18488
- Renny, K. (2022). The role of human resource management and the human resource professional in the new economy. <http://upetd.up.ac.za//thesis/available/etd>.
- Safitri, & Lathifah. (2019). The effect of training, discipline, motivation, and satisfaction on employee achievement. *Article in SSRN Electronic Journal*, 5(3), 1–13.
- Waris, A. P. M. dan A. (2015) ‘Effect of Training, Competence and Discipline on Employee Performance in Company (Case Study in PT. Asuransi Bangun Askrida)’, *Procedia - Social and Behavioral Sciences*, 211, 1240–1251.