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EFFECTS OF EMPLOYEE TRAINING ON ORGANIZATIONAL PERFORMANCE AMONG STAFF MEMBERS OF NIGERIAN SOCIAL INSURANCE TRUST FUND, KANO BRANCH

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Abstract

The study examines the effect of employee training on organizational performance among staff members of Nigerian social insurance trust fund, (NSITF) Kano branch. The objectives of the study was to find out how training method, training design and training delivery style can have effect on organizational performance. The sample of the study consists of 61 staff members of Nigeria social insurance trust fund, Kano branch, which 44 questionnaires were filled and return. The study uses descriptive and inferential statistics. Data collected from the respondents was analyzed and interpreted using convenience sampling and multiple regressions using SPSS statistical package software version 23. The result of the study reveals that training delivery style was statistically significant while (training method and training design) are not statistically significant. Based on the findings of the study, it is recommends that, The Management of Nigerian social insurance trust fund, Kano branch should effectively adopt appropriate measures for staff training to cope with difficulties towards their job. Management should strategize training design to suite their employees training needs. Training should be provided by management to staff to enhance their motivation, to improve employees coping abilities to improve organizational performance.

Keywords: Training method, Training Design, Training Delivery Style, Organizational Performance.

1. Introduction

Organizational performance is an important element that achieves desired productivity, objectives and goals; it increases the effectiveness and efficiency of output. The survival and growth of any organization in the competitive society lies in its ability to train its human resource to be creative, innovative, inventive and technologically enhanced, who will constantly aid

performance and increases competitive advantage (Edrahin, 2014; Lynton & Pareek, 2000; Vemic, 2007). Jagero, Komba & Mlingi, (2012), claim that one significant function of human resources management for the effective use of human resources is the ability to train. Almost everyone recognizes the significance of training on the success and growth of organizations. Employees are however a very critical and expensive resource to every organization. Human resource is very

important and the back bone of every organization and it is also the main resources of the organizational performance (Anam, Rashi, Rad, & Mizana, 2013). So organizations invest hugely on the human resource capital because the performance of human resources will permanently increase the performance of the employee and the organization. Organizational performance is a major multidimensional construct aimed to achieve result and has a strong links to strategic goals of an organization (Raja, Furgual & Muhammed, 2011; Gambo, 2015). Organizational performance is concerned with the analysis and diagnosis of factors that determines organizational effectiveness, planning and delivery of program that increases the effectiveness of organization that want to obtain the commitment of their employee.

Organizations and employees should have a common goal to develop and make Progress effectively for their survival and attainment of mutual goals. Organizational performance has become an imperative issue that desires all the attention possible in order to remain in service and be in control so that operations will be enhanced. It must brace-up to the imminent challenges facing organizational needs in response to the general understanding that every organization whether profit oriented or not must establish its training desire to explain its propose, goals and objectives.

Employee training has significant impact for the development of organizational performance. It is an attempt to improve the current need and future performance (Anam et al., 2013). Elements of training design and delivery style (Naveed et al. 2014). Training is a major activity of human resources development. In the competitive world, training is the key strategy of change to achieve the organizational objectives. Training benefits employee's performance and organizational effectiveness. Attractive employee's training is highly demanding in this competitive world for achieving the organizational performance. Gambo, (2015), claim that training is a learning experience which has a capacity to make positive impact and changes and reach up to the desired objectives of the organization. It improves the ability and capability of the employee to perform their jobs effectively and

efficiently to achieve a very good result. Employee training is a vital sub-system of human resources development. Employee training is a specialized function and is one of the fundamental operational functions of human resources management.

Training of the employees are essential activities needed by all organizations, considering the ever demanding technological, improvement, innovation and technical advancement (Samson & Gungul, 2014) this study seeks to examine the effect of employee training on organizational performance, in the Nigeria social insurance trust fund, Kano branch, most organizations do not believe in employee training, training determine the degree of success an organization achieves. Unfortunately, the majority of governmental, private organizations and international organizations are not recognizing the importance of training to increase their employee's productivity and when the economic slows or when profits decline, many organizations first seek alternate in their training budgets. This will leads to high job turnover then increase the cost to hire a new employee's which lower down the organizational profitability.

(Elnanga & Imran, 2013) training is therefore more or less unplanned and unsystematic. It looks like majority of the employees are not trained (Orientation) upon appointment. Many management practitioners and experts have expressed varying degree of concern about falling workers which could be attributed to inadequate training, lack of discipline and non-evaluation of performance of subordinates. If the organization is to survive, there should be the tendency of adequate training. Training is important because it is needed to perform other functions. Most organization doesn't pay much attention to training. Forgetting that without training, other business activities will not function properly.

The main objective of this research is to study the effect of employee training on organizational performance in Nigeria social insurance trust fund, Kano branch, the specified objectives includes.

- i. To examine if employee training method affects organizational performance in the

Nigerian social insurance trust fund, Kano branch.

- ii. To examine the effects of training design on organizational performance in the Nigerian social insurance trust fund, Kano branch.
- iii. To examine if training delivery style has effect on organizational performance in the Nigerian social insurance trust fund, Kano branch.

2. Literature Review

2.1 Conceptual Issues

Concept of organizational performance

The knowledge, experience and skills of workers acquired through training have become important in the face of the increasingly rapid changes in technology, products, and systems (Thang, Quang & Buyens, 2010). Most employers invest in training because they believe that higher performance will have a good result (Alliger, et al. 1997. Kozlowski, et al. 2000). Devenna, Formbrun and Tichy, (1984), proposed the Michigan school model also known as the soft human resources management (HRM). This model's emphasis is on treating employees as a means to achieving the organization's strategy. Its assumption is that what is good for the organization is equally good for the employee. According to Devanna, Formbrun and Tichy (1984). Training and other human resources management activities aims to increase individual performance, which is believe to lead to higher organizational performance. Although the Michigan school model acknowledges the importance of motivating and rewarding employees, it concentrates most on managing human assets to achieve strategic goals (Pinnington & Edwards, 2000).

Similarly, Kozlowski and salas, (1997), opined an excellent analytical framework, which uses a multi-level approach to training. This model bridges the gap between theoretical models of training needs assessment, design and evaluation and the higher levels at which training must have an impact, it is to contribute to organizational effectiveness (Kozlowski & salas, (1997). The model focuses on training transfer. There are two types of training transfer normally

horizontal and vertical transfer. Horizontal transfer concentrating on traditional models of training effectiveness, which the vertical transfer examines the link between individual training out comes and organizational out comes. The vertical transfer processes are composition and compilation. Composition concentrates on individual contribution at the same content, while compilation focuses on individual contribution at the different or diverse content.

Organizational performance comprises the actual output or result of an organization measured against intended goals and objectives (Virgina, 2009). In other ward organizational performance can be understood by how well is organizational doing to achieve its goals. It is very important for the executive or managers of an organization to know what changes they can introduce to meet the new trend. Without the knowledge of the performance, it will be difficult for the executive of the organization to know when exactly changes are needed in the organization. From past literature, performance seems to have many complex concepts. More attention needs to be given to how performance is assessed. Superior performance means that the work is done effectively and efficiently. Organizational performance refer to long-range effort to improve an organizational problem-solving capacity and its ability to cope with changes in its external environment with the help of eternal behavioral-scientist practitioners, or change agent as they are sometimes called. According to Chen et al, (2002), organizational performance is all about goal accomplishments through the transformational of inputs into out puts. From a content perspective, performance is all about economy, efficiency and effectiveness. It brings out the relationship between effective and minimal cost (economy), the outcome and achieved outcome (effectiveness), between realized and effective Cost (efficiency).

The Effect of Organizational Performance on Change

Organizational change comes from the nature and environment of the organizations. Change basically

means series of events which support the process of development, growth, and sustainability in organization. Organizational change generally means rightsizing new development and change in technologies, rescheduling operations and major partnerships. Organizational change includes mission changes, strategic changes, operational changes, (including structural change), technological changes, changing the attitudes and behaviors of personnel's through training and counter resistance from different employee of companies and align them to strategic direction of the organizations (Kreiner & Kinicki, 2007).

Concept of Employee Training

According to Raza, (2015), an employee training is one of the major issuing topics now a day because this helps motivates the personnel of the organization in number of ways. The daily performance of business and day to day maintenance is needed to be done by some workers or employees, and this can only be done when there is proper training session held for the employees.

Employee training will definitely cause increase in organizational performance. It is like a root towards a better result or success. It is extremely important for any kind of business whether it is small based organization having four to five employees or large scale organization having some number of employees. But the main point is that employee training is necessary in every organization in order to avoid any misleading activity in future.

Beardwell and Holden, (1993), argue that the recognition of the importance of employee training in recent years have critically and heavily influenced by the intensification of competition and the relative success of organization where investment in employee development is considerably emphasized. Training is complementary parts of the same process they are interlinked and interdependent, rather than sequential and hierarchical. Training is very critical to the employee, in the organization and their effectiveness.

Employee training can occur simultaneously or complementary, but the two have direct relations with each other (comma, 2008) training activities are

important element of human resources management function of an organization (Obi-Anike & Ekwe, 2014).

Gamaje and Imbulana, (2013) have drawn the attention of the entire sundry inestimable value of training. It is an avenue to acquire more and new knowledge and develop further the skills and techniques to function effectively, scholars, experts, social scientist and school administrators now recognize the fact that training is obviously in dispensable not only in the development of the individuals but also facilitate the productive capacity of the workers. Training is not Coaxing or persuading people to do what is wanted but rather a process of creating organizational conditions that will cause personnel to strive for better Performance Obisi, (2011), state that, the ultimate aim of every training programme is to add value to human resources. Any training programme that will not add value that should be abandoned. Organizations should therefore make training their employee's a continuous activity Mozael (2015). It can be seen that training is a complementary role of rising and sharpening the abilities of the employees for specific tasks as well as enhancing the new level of life.

Employee Training in Public Sector in Nigeria

The Nigerian public service is a product of colonialism, established as an instrument of the British colonialist, from the late 19th century. Nigerians have two long been feeling short-changed by the quality of public service. Public offices have too long been showcases for combined evils of inefficiency and corruption. Whilst been impediments for effective implementation of government policies, Agagu, (2008), asserts that the public service which was seen as the custodian of rules and regulations and the engine of development had lost its prestige and confidence.

Benefits of Employee Training

The purpose of training programs is to improve employee capabilities and organizational capabilities. A training need can be said to exist where there is a gap between the existing performance of an employee (or group of employees), and the desired performance to assess whether such a group requires a skill analysis.

Employee training is essential for leadership development success (Obi Anike & Ekwe 2014). Ekundayo,(2015), employee training is very important at all employee levels, due to the reason that skills erode and become obsolete over a period of time and has replenished. According to Nishtha and Amit, (2018), training is necessarily to ensure an adequate supply of staff that is technically competent and capable of career development into specialized department or management positions (ololube et. al 2013).

Identification of Employee Training Needs in An Organization

Nielson, (2010), further notes that employee training needs could be identified in the following ways.

- i. A felt or perceived need: This is an overall desire for improvement in a certain subject area.
- ii. If current training is not meeting its objective, there becomes a need to retrain.
- iii. Response to a failure of some type, this could be as result of the organization's inability to meet a set goal for a particular period.
- iv. Comparative needs: These are needs that are identified by comparing the training audience to set criteria.
- v. When there is a gap in job, this occurs when performance is below specification or standard

Background of the Study Area

The structure for the establishment of the Nigerian social insurance trust fund Was laid fifty-three years ago with the establishment of the national provident fund (NPF) through an act of parliament in 1961 is amended in 1962; to provide a pension scheme for employees in the private sector who were not covered by the pension scheme of the public sector.

The national provident fund was succeeded by the Nigeria social insurance trust fund (NSITF) in July 1994 with the promulgation from decree No 73 of 1993 and a mandate of providing a pension benefit scheme for the organized private sector that covered contingencies of old age, invalidity, survivor and

emigration (for contributing members relocating permanently outside Nigeria).

With the federal government's pension reforms Act (2004), this consigned the administration and custody of pension fund to private sector companies as pension fund administrators or pension fund custodians, NSITF set up trust fund pensions Plc. To cater for contributors to the defunct scheme and transferred pension asset worth about ₦ 60 Billion (\$ 328 Million) to the newly established subsidiary. Thus, NSITF was reinvigorated pursuant to the employees' compensation Act (2010) which established the employees compensation scheme (ECS) to replace the workmen's compensation Act (WCA) in line with global best practices and trends. In line with the mandate that established it, NSITF has continued to champion the provision of the federal government social security programs for Nigerian workers, evolving from a provident fund scheme to a social insurance scheme and the currently employees' compensation scheme.

- i. Account
- ii. Enforcement
- iii. Claims and compensation
- iv. Health safety and environment (HSE)
- v. Servicem
- vi. Inspection
- vii. Information and communication technologies

The fund has seven departments which are listed above to oversee the activities of the organization. The fund is a revenue generating organization in which its sources for its revenue under the department of enforcement which the department is saddled with the responsibility of enforcement through compliance activities, where its staff registers employers of labour in both private and public sector in Nigeria.

Employers are to pay one percent 1% of the total pay role for each employee working under them and thus, the 1% deducted is not from the employee but from the employer.

Who Benefits Under the Employees Compensation Scheme

Compensation is payable to a worker who sustained the following injuries arising out or in the course of employment whether the accident is sustained while on the way between the place of work and the employee's principle or secondary resident or the place where the employee usually take meals, or the place where the employee usually receives remuneration, provided that the employer is notified of such place.

Compensation is paid to an employee who suffers the following.

- viii. Mental stress
- ix. Occupational diseases
- x. Hearing Impairment
- xi. Injuring occurring outside normal workplace

- xii. Enemy warlike actions or counteractions
- xiii. Healthcare and disability support

The employer stands to gain the following from the implementation of the scheme.

- xiv. Relief from heavy burden of solely taking care of the injured worker.
- xv. Payment of compensation whether the employer is liquid or not is guaranteed.
- xvi. Payment to the injured worker is made regularly without recourse to the employer no matter the amount of liability.

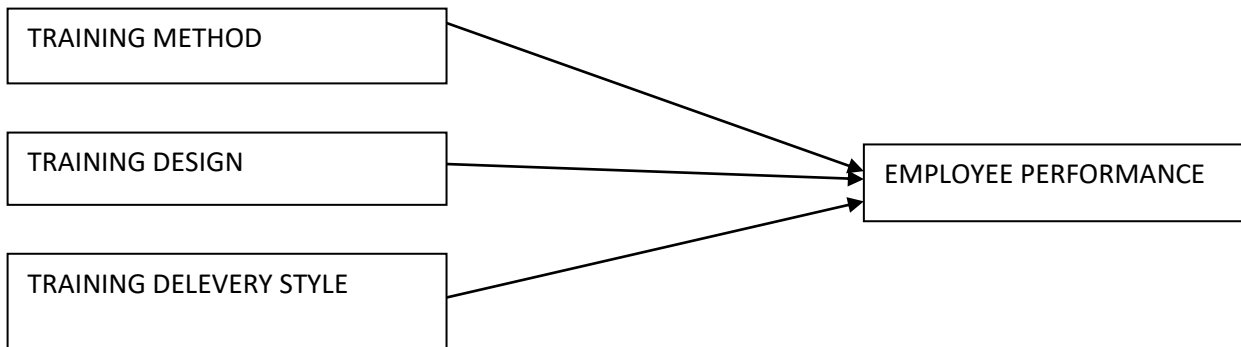


Figure 1: The Conceptual Model of the Study

2.2 Theoretical Framework

The Human Capital Eheory

Although there is a strong belief that training is related to organizational level-outcomes (Alliger et al. 1997; Kozlowski et al.2000), the theoretical rational for this relationship has seldom been the focus of training research. As noted by kozlowski et al. (2000), most models of training ends with the transfer of individual level outcomes to the training context and there is little theoretical development or research on how individual-level outcomes result in organizational level- outcomes.

3. Methodology

3.1 Research Design

The research design will encompass the methods for the collection, measurement and analysis of data related to the research objectives. The research design chosen for this study will be survey method .Questionnaire will be used as the main data collection technique for this study, where questionnaire on organizational performance will be administered to top management cadre of the organization. Secondary sources of information that has been gathered and often interpreted by other researchers and recorded in books, articles and other publications. In collecting secondary data, existing but related records like newsletters, annual reports, books, publication and journals was used. For the purpose of analyzing data for this research, the study will employ the quantitative approach in which statistical computation will be used to explain the

relationship between the variables under investigation. The statistical package for social science (SPSS) version 23 will be used in analyzing the relationship between the variables for the study. 61 staff members of the Nigerian social insurance trust fund, Kano branch constitutes the population of the study. The study will use probability sampling technique.

3.2 Measurement Of Variable

The independent variable training has three constructs (training method, training design, and training delivery style) are use in this research to measure the relationship with organizational performance of the Nigeria social insurance trust fund, Kano. These variables has been widely used in previous studies by Ameerq and Hanif,(2013),Sihgh,(2015),Obi-Anike and Ekwe,(2014), and Raja et al.(2011), to measure the

relationship between training and organizational performance.

Training method, items will be adopted from the scale developed by (Amin et al. 2013; Laing, 2009). The instrument have 8 items .Training design, items will be adopted from the scale develop by (Armstrong, 2006). The instruments have 5 items. Training delivery style, items will be adopted from the scale developed by (Ngirwa, 2009). The instruments have 7 items. While the dependent variable organizational performance, items will be adopted from the scale developed by (Lau & May, 1998). The instruments have 6 items .Respondents are asked to rate certain question on a five Likert scale varying from 1 (strongly disagree) to 5 (strongly agree).

Hypotheses Testing

Table 1:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.497 ^a	.247	.219	2.35324	.247	8.951	3	82	.000	1.496

a. Predictors: (Constant), TRAINDELSTYLE, TRAINMETHOD, TRAINDSIGN

b. Dependent Variable: ORGNPERF

The above table shows the coefficient for the study is $R^2=0.247$. This indicate that 24.7% of the variability in organizational performance (dependent variable) has been significantly explained by the independent

variables (training method, training design and training delivery style) under study. It means that the dependent variables can predict the dependent variable effectiveness.

Table 2: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	104.268	3	34.756	5.182	.004 ^b
	Residual	274.976	41	6.707		
	Total	379.244	44			

a. Dependent Variable: ORGNIZATIONALPERF

b. Predictors: (Constant), TRAIDELSTYLE, TRAININGMETHOD, TRAININGDESIGN

The above table however, determines whether the model is statistically significant and can predict the outcome of the dependent variable using the F- value and P- value (sig). The F-value of this model is 5.182 and P-value is .004. These result meant that the model of this research work is statistically significant and explain the portion of variation in the dependent variable (organizational performance).

Table 3: Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1(Constant)	12.791	2.933		4.361	.000					
TRAININGMETHOD	.065	.094	.114	.699	.489	.329	.108	.093	.663	1.507
TRAININGDESIGN	-.110	.214	-.095	-.517	.608	.304	-.080	-.069	.518	1.930
TRAIDELSTYLE	.361	.127	.518	2.854	.007	.514	.407	.379	.537	1.863

a. Dependent Variable: ORGNIZATIONALPERF

The table above shows the contribution of each independent variable (training method, training design and training delivery style) in predicting the dependent variable (organizational performance)

The table shows that training delivery style is statistically significant with P-value=.007. The contribution of training delivery style is .518 (0.518), training method and training design was found not to be significant with P values=.489 and .608 respectively. This implies that training method, and training design contributed to 11.4 and -.095 respectively and (beta=.114 and -.095) in explaining variation in the organizational performance, and this shows that training delivery style significantly affect organizational performance in the Nigerian social insurance trust fund, Kano branch. However, the R^2 which shows a value of 0.247 from the model summary indicate that 24.7% of the variability in organizational performance (dependent variable) has been significantly explained by the independent variable (training method, training design and training delivery style) under study. It means that the independent variables can predict the dependent variable effectiveness. Similarly, using table 3 above, hypotheses are hereby tested as follows:

Hypotheses I, which states that there is a significant relationship between training method and organizational performance in Nigerian social insurance trust fund was rejected by the statistical analysis at P value= .489 and beta coefficient =.114. Which implies that training method is statistically insignificant to organizational performance. The null hypothesis is therefore accepted.

Hypothesis II, which states that there is a significant relationship between Training design and organizational performance in Nigerian social insurance trust fund was rejected by the statistical analysis at P value= .608 and beta coefficient =-.095 Which implies that training design is statistically insignificant to employee performance. The null hypothesis is therefore rejected.

Hypothesis III, which states that there is a significant relationship between Training delivery style and organizational performance in Nigerian social insurance trust fund was rejected by the statistical analysis at P value= .518 and beta coefficient =-.007 Which implies that training delivery style is statistically significant to organizational performance. The null hypothesis is therefore rejected.

4. Discussion of Findings

The analysis in this section shows relationship among variables for the study, that is dependent variable (organizational performance) and independent variables (training method, training design and training delivery) using Pearson Coefficient Correlation and Multiple Regression analysis with the aid of SPSS statistical package software version 23. All the preliminary investigations were conducted to ensure the suitability and reliability of the instrument for the study. Equally important, all the assumptions underlying the application of multiple regressions were met and achieved. The investigation reveals a positive relationship with one of the independent variable training delivery style while training method and training design were not.

The result from the test of hypothesis one provides the basis for rejecting the hypothesis. It shows that there is no significant relationship between training method and organizational performance in the Nigeria social insurance trust fund, Kano branch. The beta and P-values of .489 and .114 shows on organizational performance is statistically insignificant. The test of hypothesis two provides the basis for rejecting the hypothesis. It shows that there is no significant relationship between training design and organizational performance in the Nigeria social insurance trust fund, Kano branch. The beta and P-values of .608 and .095 shows on organizational performance is statistically insignificant. The P-values falls outside the significance levels of 1% and 5% respectively. The results of this study are in line with the findings of other scholars Feltz, Short, & Sullivan, 2008; Bandura, 1997.

The result from the test of hypothesis three also shows a significant relationship between training delivery style and organizational performance in the Nigeria social insurance trust fund, Kano branch. The beta and P-values of .007 and .518 shows training delivery style on organizational performance is statistically significant. The P-values falls within the significance levels of 1% and 5% respectively. Staff members of Nigeria social insurance trust fund, Kano branch have beliefs in their capabilities and are too able to stick to their aims and accomplish their goals.

To buttress the above point, the findings have provided an insight into the predictor variables that have an important role in the predicting and explaining the performance of employees in the Nigeria social trust fund, Kano branch. It has shown that training delivery style have an active role in determining organizational performance while training method and training design does not have active role in determining organizational performance in the Nigeria social insurance trust fund, Kano branch. The management of Nigeria social insurance trust fund, Kano branch are expected to encourage staff to build on their training abilities, beliefs, and skills to be able to stick to their aims and accomplish their goals, also items with low contribution to organizational performance require the authority's attention for improving them.

4.1 Summary of findings

This research examined the effects of employee training on organizational performance in the Nigerian social insurance trust fund, Kano branch. The research had the objective to find out how training method, training design and training delivery style can contribute to organizational performance to achieve their goals in the Nigerian social insurance trust fund, Kano branch. The study shows a significant relationship from the regression analysis that; training delivery style has on organizational performance. The result also shows that training method and training design has no significant effect on the organizational performance. Attribution theory provided the theoretical framework for this study. Hypotheses were formulated and tested that have resulted in the findings of the study. Additionally, training method and training design to be insignificant in terms of predicting organizational performance in this study, pension management of Nigeria social insurance trust fund kano branch should strive to identify the variables that require attention and work towards improving them particularly looking at their significance level in the analysis.

5. Conclusions and Recommendations

Based on the results of the study, it became clear that the effect of employee training has contributed towards organizational performance in the Nigerian social insurance trust fund, kano branch. Furthermore, it can be concluded that training delivery style have a strong significant effect on organizational performance in the Nigerian social insurance trust fund, kano branch, while training method and training design had very weak contribution in predicting organizational performance. Though, appear to have no significant effect on organizational performance yet it can be useful if improved upon. There are items that may likely have better predictive power, looking at its significance value.

Based on the findings of this study, the following recommendation are worthy to note.

- (I) The Management of Nigerian insurance trust fund, kano branch should effectively adopt

- appropriate measures for staff training to cope with difficulties towards their job.
- (II) Management should strategize training design to suite their employees needs.
- (III) Training should be provided by management to staff to enhance their motivation, to improve employees coping abilities to improve organizational performance.

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