

## **Impact of Training and Development on Employee Performance in Abubakar Tatari Ali Polytechnic (ATAP) Bauchi, Bauchi State, Nigeria.**

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**Abstract.** The focus of this study is to determine the impact of training and development on employees' performance in Abubakar Tatari Ali Polytechnic Bauchi. The study determined the level of T&D in Abubakar Tatari Ali Polytechnic, Bauchi. Determine the level of employee performance in Abubakar Tatari Ali Polytechnic, Bauchi. And also determine the relationship between training and development and employee performance in ATAP, Bauchi. Training and development presents a prime opportunity to expand the knowledge base of all employees but many employers find the development opportunities expensive. The research employed quantitative approach. The data were collected through structured questionnaire, developed by the researchers. The study involved 201 samples of academic and senior nonacademic staff of the polytechnic. The data was analyzed using Pearson's linear correlation coefficient and hypotheses were tested using correlation coefficient. The result of the study is expected to be beneficial to the institution, the state in formulating training and development programs, and entire nation in designing proactive and technical measures for addressing employee performance problems. The finding proved that training and development have strong relationship with employee performance in ATAP Bauchi. T&D serve as major factors that enhance employee performance and productivity. The study

recommends that employee needs should be considered in designing training and development programme. The institution should improve on T&D investment to make employees compete favorably with global edge. The study also recommends that employees should be given chance to acquire new skills and abilities toward developing the habit of commitment in discharging their responsibilities.

**Keywords:** Training and Development, Knowledge and Skills Acquired, Employee Performance

### **1. Introduction**

Human resource is vital and backbone of every organization and it is also the main resource of the organization. Organizations invest huge amount of money on human resource capital because, their performance will ultimately increase the performance of the organization (Raja, Furqan and Muhammad, 2011).

Training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and group in organizational settings. It has been known as; human resource development, learning and development etc. Training is the essential factor in the business World because it increases the

efficiency and the effectiveness of both employees and the organization. The employee's performance depends on various factors. But the most important factor of employee performance is training. Training and development is a major prerequisite for organization to achieve maximum productivity, through efficient and effective employee. Employees can only perform better through the acquisition of skills, knowledge and ability from training program (Akinyele, 2007).

Training and development presents a prime opportunity to expand the knowledge base of all employees but many employers find the development opportunities expensive. They also miss out on work time while attending training session, which may delay the completion of the projects. Despite the potential drawbacks, training and development provides both the company as a whole and the individual employee with benefits that make the cost and time a worthwhile investment (Shelly, 2012).

Training is essential for effective learning at reasonable cost. It has a vital role in bridging the gap that exists between knowledge and skills required for the job and employees own caliber. Since the purpose of training is to enhance employee knowledge and skills, modification of the behavior as per the job requirements and application of the learning to the day to day on the job activities. This is an imposed obligation to the employee by the employer (Saghir, 2014). Employee performance is the important factor and the building block which increases the performance of overall organization (Qaisar, and Sara, 2011). Employee performance depends on many factors like job satisfaction, knowledge and management but there is relationship between training and performance (Chris, 2010). This shows that employee performance is important for the performance of the organization. Training and development is beneficial for the employee to improve its performance.

Training can be defined as a systematic process of acquiring knowledge, skills, abilities, and the right attitudes and behaviors to meet job requirements (Gomez-Mejia, et. al., 2007).

Training has been reckoned to help employees do their current jobs or help meet current performance requirements, by focusing on specific skills required for the current need. However, its benefits may extend throughout a person's career and help develop him for future responsibilities. Training is therefore, crucial to any present day organization seeking to improve the performance and competence of its employees. It goes without saying that, the amount, quality and quantity of training provided vary among organizations. According to Cole (2005), the factors which influence the quantity and quality of training and development activities include the degree of change in the external environment, the degree of internal change, the availability of suitable skills within the existing work-force and the extent to which management views training as a motivating factor in work. Thus the purpose of this study is to assess the impact of training and development on workers/employee performance in Abubakar Tatari Ali Polytechnic, Bauchi.

## 2. Statement of the Problem

It is hard to think of an important aspect of management more neglected than employee development, which helps in shaping the future direction of their careers. Yet for a variety of reasons this valuable activity is often ignored and handled as a bureaucratic exercise or an afterthought. Organizations pay a high price to recruit and trained employees and equally lost such young talent (Victor, 2013). Dissatisfaction with employer's development efforts appears to fuel many early exits. To what extent employers help employees grow on their job? Most organizations generally satisfy their workers needs for on-the-job training and development but they are not getting much in the case of formal development such as, training, mentoring, and coaching-things. Why is employee training and development a chronic problem, and why should it not be? Most organizations tend to focus on the here and now. Some bureaucratic exercises are done but not acted upon. There is just no time for it (Monika, 2014).

Training has a vital role in bridging the gap that exists between knowledge and skills required for the job and employees own caliber. In the absence of planned and systematic training programme, employees learn their job either with the help of trial and error or through observation. Developing your employees makes them more attractive to other employers, potentially making them more likely to turnover.

Current educational systems in the country, do not necessarily impart specific knowledge for specific job positions in organizations. As a result of this the labor force comprises of few people with the right skills, knowledge and competencies needed for positions in the job market. There is therefore the need for extensive external training for human resources to be able to improve and also contribute to the productivity of organizations.

Failure of organizations to satisfy employee needs even though they spend huge sum of money for training and development and employees inefficiency and ineffective in most cases lead to the study. The study is to equally examine how employee's performance is being influenced by training and development in Abubakar Tatari Ali Polytechnic, Bauchi.

### 3. Purpose of the study

The study is to examine the impact of training and development on employee's performance in Abubakar Tatari Ali Polytechnic, Bauchi.

### 4. Objectives of the study

The study was guided by the following objectives

- To determine the level of training and development in Abubakar Tatari Ali Polytechnic, Bauchi.
- To determine the level of employee performance in Abubakar Tatari Ali Polytechnic, Bauchi
- To determine the relationship between training and development and employee performance in Abubakar Tatari Ali Polytechnic, Bauchi

### 5. Hypothesis:

**H<sub>0</sub>:** There is no significant relationship between training and development and employee performance

**H<sub>1</sub>:** There is a significant relationship between training and development and employee performance

### 6. Conceptual Review

If an organization invests in new equipment, it is expected that the equipment will pay for itself in faster production, less waste, lower maintenance costs, and so forth. But if an organization invests in improving the knowledge and skills of its employees, there should be a lot of benefits to the organization efficiency and productivity Phillips's (2005).

Campbell (1990) defines performance as the "behaviors or actions that are relevant to the goals of the organization." Three notions accompany this definition:

- Work performance should be defined in terms of behavior rather than results,
- Work performance includes only those behaviors that are relevant to the organization's goals, and
- Work performance is multidimensional. As distinguishing between behavior and results can be difficult, others have included results in their definition of work performance.

Afshan *et al.* (2012) defines performance as, the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers.

Training is the sensible effort prepared to improve employee skills, intelligence and develop his attitude toward desired direction in the organization. Nwachukwu (2007) defines training as an institutional effort aimed at helping an employee to acquire basic skills required for efficient execution of the activities and functions for which he is hired. This is to

stay that organization is expected to engage in designing a plan or a programme in which its workers would be made to acquire the knowledge and experiences if at all what the institution is aiming at is efficient delivery of service to the people for entire progress and prosperity. Training is the system that consists of teaching, and informing, people so that they may become more capable in doing their job, and become competent to attain higher positions of greater difficulty and responsibility. The staffs in an organization are trained in different areas so that they become efficient in performing their activities. Training is provided to employees so that their performance in the job increases as well as equips them to hold the responsibilities well. This training provides a development and growth for the individual. On the job training helps develop new core competencies and capabilities of the worker (Malone, 1991).

Employee development means to develop the abilities of an individual employee and organization as a whole so; hence employee development consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, organization would be more flourished and the employee performance would increase (Elena, 2000). Therefore, there is a direct relationship between Employee Development and Employee Performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness (Champathes, 2006). Employee development activities are very important for the employees, as the activities are performed, it indicates that organization cares about their employees and wants them to develop (Elena, 2000). When individual employee wants to learn, he would learn more and more, he would participate in many other activities such as attend seminars, workshops and others training sessions, either on the job or off the job. This indeed would lead to employee development, and employee development would lead to increase in employee performance.

T&D was defined as “planned and systematic effort to modify or develop knowledge, skills and attitude through learning experience, to achieve effective performance in an activity or range of activities” (Buckley & Caple, 1990). Belhaj (2000) defines the T&D as “planned, organized and sustained process based on scientific principles aimed at increasing employees and organizations effectiveness”. Al-Ali (1999) states that “T&D is planned and continuous process, concentrating on human resources in order to bring about certain changes in transferring of new knowledge, skills, behaviour and attitude to develop and maintain competence to perform specific roles in job-related tasks and to meet specific, current and future needs of the organization”. However, these were examples of the attempts made to define T&D. Generally, most of the explanations emphasize almost similar points; first, training and development serve different but complementary purposes. Second, T&D is a planned, systematic and continuous process. Third, T&D initiatives aim at modifying or improving behaviour, knowledge, skills and attitude of the workforce, to meet current and future needs. Finally, the overall objective of T&D efforts is to increase the employees` as well as the organizations performance. Employee development depends upon the individual employee whether employee is willing to participate or not. Employee development also depends upon the organization culture, attitude of top management, and limited opportunities of promotion. (Elena, 2000).

### **6.1 Training procedures**

Ngu (2010) identified the procedures involved in training programme. These procedures are: -

- Identification of training objective
- Selection of the participants or trainees
- Selection of the qualified lecturers, instructors/facilitators
- Provision of adequate training facilities
- Adoption of the training method and the following should be considered
- Throughout the training process the lecturers and instructors should help to create stimuli or motivation for learning by certain exciting illustrations or by

citing examples of problems in similar situations.

- Training period or hours should not be unnecessarily too long
- Instructors should not dominate the session. That is, trainees should be encouraged to participate fully in demonstration and discussions.
- Training lesson must be prepared ahead of time
- Level of qualifications, skills, or experience of trainees should be considered by lecturers and instructors during lesson preparation and presentation. This is because serious discrepancies in previous qualification and experience are constraints to a good training program.

## 6.2 Training Needs Objectives

Before an institution embarks on training program, the required type of training should be identified. Ngu (2010) stressed that “training needs objectives can be derived from current manpower situation. The existing manpower situation determines the training objectives both at institution and national level”. On the issue of how to identify training needs Ngu (2010), further clarified that “to be able to identify training needs, therefore will entail a comprehensive manpower survey which is usually an aspect of manpower planning. A comprehensive manpower survey will expose the types of skills and personnel that need to be developed or trained”. Caldwell, citing Ngu (2010) identified the following as major training objectives. Though Caldwell stated the objectives in broader perspective terms which are national in outlook, but the objectives can be operational to suit institutional purposes. The training objectives are:

- The achievement of capable employees prepared through training performs the tasks as it widely requires.
- Training is machinery for “mobilizing or tackling organizational problems, training and retraining must be geared towards this end.
- Training is also seen as a tool for enlarging performance. The idea here is

that, the desire to help employees make the best of their capacities or prepare them for greater responsibilities should be seen as a very important objective of training.

- The design for constructive channeling of employees is a major objectives, constructive channeling of employees entails proper educational planning or system which will produce prospective or skilled personnel according to the societal and individual needs.
- Training is also meant for raising national confidence and prestige. Implication of this objective to an organization is that, it should be as training objectives of an institution to raise its confidence in providing service. This will in turn raise organization prestige.

Furthermore before specific training objectives are developed, Nwachukwu (2007) identified some conditions under which an organization used to subject its employee to training, as follows:

- Lack of interest in one’s job
- Negative attitude to work
- Low performance
- Tardiness
- Excessive absenteeism rate
- Right rejects or low quality outputs
- Insubordination

Nwachukwu, (2007) & Ngu (2010), identified the following types of training for organizations as follows:

- Induction courses
- On the – job training
- On – and – off – the job training
- Refresher courses
- Conferences
- Role playing
- Off – the – job training
- Vestibule in-service training
- Sensitivity in-service training
- Supplementary in-service training

## 7. Theoretical Framework

The study used scientific management theory by Frederick Winslow Taylor (1856 – 1917). Frederick Winslow Taylor’s ideas on Scientific

Management were intended to improve workplace efficiency through the systematic application of four principles (Robinson, 1992; Yoke-Kee & Muzafar, (2009) :

- Develop a science for each element of an individual's work, instead of the old rule-of-thumb method;
- Scientifically select and then train, teach, and develop the worker, rather than expect workers to train themselves;
- Cooperate with the workers so as to ensure that all work is done in accordance with the principles that have been developed; and
- Divide work and responsibility between management and workers.

In more modern terminology, Taylor's principles are to find the best practice, and then make the best practice the organization's practice by training employees and replicating it throughout the organization. Insights into better quality products and services or more effective or efficient ways to produce the product or deliver the service can come from employees throughout the organization. Yoke-Kee & Muzafar (2007), view Taylor's theory as "There should be a scientific way of training, selecting and developing a work by man". He further pointed out as one of the mechanism of scientific management theory of Taylor that "there should be standardization of all tools used in the production of certain materials and also the act of placing the qualified workman on each tool or implement".

Taylor believed that strict observance of the principles and mechanisms identified by management of organization will lead to "high level of efficiency and effectiveness which in turn lead to employee performance and greater productivity in organizations.

The creation and implementation of training and development programs should be based on training and development needs identified through a training needs analysis so that the time and money invested in training and development is linked to the mission or core business of the organization (Watad & Ospina, 1999). To be effective, training and development programs

need to take into account that employees are adult learners (Forrest & Peterson, 2006). Having a problem-centered approach means that workers will learn better when they can see how learning will help them perform tasks or deal with problems that they confront in their work (Aik & Tway, 2006). At different stages of their careers, employees need different kinds of training and different kinds of development experiences. Although a business degree might prepare students for their first job, they will need to gain knowledge and skills through education and experience as they progress through their career.

### **8. Training and Development and Employee Performance**

Naved, Ahmed, Nadeem, Maryam, Zeeshan & Naqvi (2014) studied impact of training and development on the employee performance in North Punjab banking sector. The findings revealed that training and development has positive effect on employee performance. It discovered that T&D is more provided in private sector (banking) than public sector, due to the huge investment made. It was conclude that T&D is to be design in flexible way to suit employee needs. Raja, Ghafoor, Furqan & Muhammad, (2011), studied impact of T&D on organization performance which proves that training and development has positive effect on Organizational Performance. The finding stated that training design and on the job training, has significant effect on the organizational performance.

Chris (2011) studied employee T&D in Nigerian organizations: some observations and agenda for research. The study concludes that T&D is the tonic employee nee to enhance performance and organizational effectiveness. Organizations should face reality by taking T&D serious, careful and systematic activity that improves performance. By investing more on T&D and designing it base on organizational need, this lead to sustainable and competitive organization. Also Joseph (2009) studied the impact of T&D on job performance in judicial service of Ghana. The study concludes that training and development of all staff in form of workshops,

conferences and seminars should be vigorously pursued and made compulsory.

Abdul, & Aamer (2011) in their study on employee development and its effect on employee performance, a conceptual framework. Their findings revealed that employee is a valuable resource to the organization. Success and failure of the organization depend on his performance. Therefore, organizations should make good investment on employee development for it to achieve its desired goals and objectives.

But Patricia (2014) stated that training has a significant benefit to employee performance when joint with innovation. The research, performed by HR, reported that providing staff with training in how to deal with absenteeism occupies a huge part in improving absentee rates at their organizations. According to Obikeze et al (2004) insists that training is concerned with teaching the employees specific skills that will be of assistance to their immediate task. This is an idea which associates training with effort to assist employee to achieve immediate or present job need. This means that training of workers at work need to be encouraged by providing the necessary resources (tools, equipment's, materials etc.) for them to learn more (acquire new knowledge, skills, capabilities) they need for effective and efficient discharge of their duties. Abdul, (2011) stated that employee is the major element of every firm and their success and failure mainly based on their performance. The above review has shown that training and development has positive effect on employee performance. Effective training and development plan will improve employee morale and organizational efficiency.

## **9. Methodology**

### **9.1 Research Design**

The study uses survey research design because, data was collected on two variables training and development and employee performance, in establishing whether there is significant relationship between the variables.

### **9.2 Population of the Study**

The targeted population of the study consists of academic and senior non-academic staff of Abubakar Tatari Ali Polytechnic Bauchi, Bauchi state, totaling about 413 (ATAP establishment Department, 2016).

### **9.3 Sampling Technique and sample Size**

The study uses random sampling technique in selecting the sample and simple random sampling in administering questionnaire. The sample size were 201 staff of ATAP selected from academic and senior non-academic using Krejcie & Morgan, 1970 table of determining sample size.

### **9.4 Data Collection Instrument**

Closed-ended questionnaire was used as instrument of data collection for the study.

### **9.5 Administration of Data Collection Instruments**

Structured questionnaire with the use of five point Likert rating scale consisted of strongly disagree, disagree, undecided, agree and strongly agree, were used in administration of data collection.

### **9.6 Validity and Reliability of research Instrument**

The instrument was validated by the experts from the Faculty of Management Technology, Abubakar Tafawa Balewa University, Bauchi State, and reliability of the instrument was established using Cronbach's Alpha in suitable measure of this relationship.

### **9.7 Method of data Analysis**

The data collected was analyzed using Pearson Linear Correlation Co-efficient, and help in testing the research hypothesis.

**10. Findings**

Table 1 summary of T&D employee performance average mean:

Mean Range	Response Mode	Interpretation
4.20-5.00	Strongly agree	Very high
3.40-4.20	Agree	High
2.60-3.40	Undecided	Moderate
1.80-2.60	Disagree	Low
1.00-1.80	Strongly disagree	Very low

Based on the average mean, training and development lead to efficient job function ranked first, T&D increase employee productivity ranked second while T&D improve employee commitment ranked last among the constructs on training and development. The general mean illustrate a high level of training and development, this implying that training and development has influence on employee performance.

Hypotheses:

H0: there is no significant relationship between training and development and employee performance

H1: there is a significant relationship between training and development and employee performance

Table 2: Correlations

		T&D	Employee Performance
<b>Constructs on training and development</b>			
T&D lead to efficient job function	Average Mean	4.32	Very high
T&D increase employee productivity	Average Mean	4.01	High
T&D improve motivation	Average Mean	3.83	High
In appropriate T&D program lead to under performance	Average Mean	3.74	High
T&D improve employee commitment	Average Mean	3.65	High
General Mean	Average Mean	3.91	High
T&D influence	Pearson Correlation	1	.993**
	Sig. (2-tailed)		.001
	N	201	201
Employee Performance	Pearson Correlation	.993**	1
	Sig. (2-tailed)	.001	
	N	201	201

The Pearson correlation test statistic = 0.993. SPSS indicates that it is significant at the 0.01 level for a two-tailed prediction. The level of significance was 0.05, as most popular in social science. The degree of freedom (df) was n-2, 201-2= 199. Thus from the table the  $r_c = 0.1593$ . The computed PLCC (r) value of 0.993, has exceed the critical PLCC (r) value of 0.1593. Thus at  $\alpha=5\%$  or 0.05 significance level, we reject null hypothesis ( $H_0$ ) and accept the alternative research hypothesis ( $H_1$ ) and infer that there is significant relationship between the two variables training and development and

employee performance in Abubakar Tatari Ali Polytechnic, Bauchi, Nigeria.

**11. Discussion**

The study was supported by Naved, *et al.* (2014) who revealed that training and development has positive effect on employee performance. It was discovered that T&D is provided more in private sector (banking) than public sector, due to the huge investment made. It was conclude that T&D is to be design in flexible way to suit employee needs. In his view Chris (2011) stated

that T&D is the tonic employee need to enhance performance and organizational effectiveness. Organizations should face reality by taking T&D serious, careful and systematic activity that improve performance. By investing more on T&D and designing it base on organizational need, this lead to sustainable and competitive organization. Also Joseph (2009) stated that training and development of all staff in form of workshops, conferences and seminars should be vigorously pursued and made compulsory. Raja, (2011), stated that training design and on the job training, has significant effect on the organizational performance. Lastly, Abdul, & Aamer (2011) stated that employee is a valuable resource to the organization, success and failure of the organization depend on their performance. Therefore, organizations should make good investment on employee training and development for it to achieve it desired goals and objective. They have proved the finding of this study, which show that there is significant positive relationship between training and development on employee performance in Abubakar Tatari Ali Polytechnic, Bauchi State, Nigeria.

## 12. Conclusion

Training and development has positive effect on employee performance in ATAP, Bauchi, Nigeria. Discussion of the result prove the hypothesis (H<sub>1</sub>) there is significant relationship between training and development and employee performance. The study conclude that training and development improved employee performance, which lead to increase in employee efficiency effectiveness thereby, increase in organizational productivity.

## 13. Recommendations

The study findings indicated that ATAP employees considered training and development as a major factor that increase their performance and productivity. The study makes the following recommendations:

- The study recommend that the management of the polytechnic should consider T&D as a vital tool for the success recorded so per. And to always

consider employee needs when designing a training and development programme.

- The study recommend that polytechnic management should give more attention to training and development by exploring new methods that will improve their performance and make them compete with present realities of global age (i.e. equipping them on how to use electronic board, e-learning etc.).
- Individual employees should be given chance to acquire new skills and abilities toward developing the habit of commitment in discharging their responsibilities. Inability of the institution to facilitate growth or encourage it through training and development will lower their morale and make them less interested on the job thereby leading to early exit.

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