

IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN FEDERAL POLYTECHNIC NASARAWA

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ABSTRACT

This research assessed the impact of training and development on employee performance in Federal Polytechnic Nasarawa. The research's specific objectives included to examine the impacts of training and development on employee performance in Federal Polytechnic Nasarawa, to explore the relationship between training and development and employee performance to recommend strategies that can be used to improve training and development of employee for better performance.. The research, therefore designed descriptive survey research where by primary data were collated from both the teaching and non-teaching staff of Federal Polytechnic Nasarawa through the administration of questionnaires where data were collated from the respondents as the study population, from which a simple random sample of 355 was derived and studied. The data gathered from the survey were first of all subjected to various preliminary tests; including Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) to ensure that there is a fit in the model and data. The data were further analyzed using a Structural Equation Modelling (SEM) technique to test the effects of the various network effects (download, speed, upload speed, packet transfer delays and packet loss rate) on the sustainability of the subscribers. This analysis was conducted in the Analysis of Moment Structures (AMOS) V.24 software and the Statistical Package for Social Sciences (SPSS) V. 25. The results of the research revealed that there were statistical effects training and development on employee performance in Federal Polytechnic Nasarawa. The implications of the findings are that the effects of different forms of training and development cannot be over emphasized. It was therefore recommended that academic institutions of learning should emphasize different forms of training and development of their employee for more effective and efficient performance.

INTRODUCTION

The need for employee's retention has encouraged the employers to pay attention towards employee development through training in order to keep them motivated. Training with development as a function of human resource management is concerned with organizational

activity aimed at bettering the performance of individuals and groups in organizational settings. For the organization, training and development leads to improved performance while cultivating more positive attitudes toward performance orientation. For the individuals, training and development improve job knowledge while also helping in identifying with the goals of the organization. Training and development can be defined as the planned learning experiences that teach employees how to perform current and future jobs. According to Raja, Furqan and Muhammad (2011: P. 7), training and development have become the most important factor in the business world today, because training increases the efficiency and the effectiveness of both employees and the organization. Training is a systematic restructuring of behaviour, attitude and skills through learning, education, instruction and planned experience. Development is the systematic use of scientific and technical knowledge to meet specific objectives or requirements.

Statement of the Problem

During the last decade, most of the tertiary institutions have neglected training and development which have led to very poor performances because of the lack of effective employee training. According to Mwita (2000) performance is the key component to achieving the goals of the organization. However, achieving employee training goals and objectives are the main challenge for organizations.

Research Objectives

In order to investigate the impact of training and development on employee performance for this study, the following research objectives need to be achieved:

- i. To examine the impact of training and development on employee performance.
- ii. To explore the relationship between training and development and employee performance
- iii. To recommend strategies that can be used to improve the training and development of employee performance.

Research Questions

To support the above objectives, the study needs to answer following questions:

- i. What are the benefits of training and development on employee performance?
- ii. What are the relationship between training and development and employee performance?

- iii. What are the strategies that can be used to improve the training and development of employee?

Research Hypothesis

H0 = There is a significant relationship between training and development and employee Performance.

H1 = There is no significant relationship between training and development and employee Performance.

LITERATURE REVIEW

CONCEPTUAL AND THEORETICAL REVIEW

Chandrasekar (2011: P.17) explained that, workplace have two types of impact on employees“ moral, productivity and engagement positive and negative productivity, if you give a good work environment the effect will be positive. According to Garavan (1997: P.32) without any pretraining employee cannot perform easily. According to Flynn et al. (1995:659) organizational goals can be achieved effectively if employees of those organizations are provided sufficient training and development. Training and development should have significant role for the development of employee’s performance. According to Drucker (1999: P.69), the one contribution a manager is uniquely expected to make is to give others vision and ability to perform. Training is the organized procedure by which people learn knowledge or skills for a definite purpose. Cole (2002: P.330), defines training as a learning activity directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. Gordon (1992: P.235), defines training as the planned and systematic modification of behaviour through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively.

Grobler et al (2006: P.125) described training as the use of specific means to inculcate specific learning, using techniques that can be identified and described. These techniques and methods should be continually improved. Armstrong (1996: P.11), emphasizes that training should be developed and operated within an organization by appreciating learning theories and approaches if training is to be well understood. Training refers to the acquisition of the skills, knowledge and

competencies required to perform a task, by means of teaching. Noe et al. (1986: P.49) defines training as, a planned effort to facilitate the learning of job-related knowledge, skills, and behaviour by employees. Training therefore can be explained as a planned and systematic effort by management aimed at altering behaviour of employees, in a direction that will achieve organizational goals. Armstrong (2001: P.32) defines training as the use of systematic and planned instruction activities to promote learning. Reynolds (2004: P.16) defined training as a set of activities which react to present needs and is focused on the instructor and contrasts with learning as a process that focuses on developing individual and organizational potential and building capabilities for the future.

Benefits of Training

The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behaviour. It is one of the most important potential motivators which can lead to many possible benefits for both individuals and the organization. According to Cole (2002: P.330) training can achieve:

- a) **High Morale:** Training not only improves the basic skill and knowledge of employees but also moulds their attitudes towards organization's activities and generates greater loyalty.
- b) **Higher Productivity:** Training provides opportunities for employees to learn different skills, knowledge and technical know-how. This enables them for better performance in the actual work place thereby leading to increase quantity and quality of output.
- c) **Quick Learning:** A well planned and systematic training program provides opportunity for trainee for quick learning because, it reduces the time and costs involved in training.
- d) **Better Management:** A manager can make the use of training programs for better management of organizational activities. It facilitates overall management functions by providing efficient and capable human resource.

Methods of Training

The selection of method for training need to be based on identified training needs, training objectives, an understanding on the part of the trainees, the resources available and an awareness of learning principles. According to De Cauza et al (1996: P.70)

1. On-the-job training

On-the-job training is a type of employee training that takes place in the actual work environment. It's like learning on the job, but with some extra guidance thrown in. This type of training can be a great way for employees to learn by doing and receive immediate feedback from their supervisors.

2. Classroom instructor-led training

Classroom or instructor-led training is like a lecture, but much more engaging. This traditional form of employee training involves an instructor teaching a group of employees in a classroom setting.

3. Virtual instructor-led training

Virtual instructor-led training, also known as VILT, is a type of employee training that takes place online. With the rise of remote work and digital technologies, VILT has become an increasingly popular way to train employees who may be working from home or in different locations.

4. E-learning or online training

E-learning or online training is like Netflix for employee training! This type of training is delivered via the internet and can take many forms, such as videos, webinars, or interactive quizzes. One of the biggest strengths of e-learning is that it's highly flexible. Employees can complete the training modules on their own time and at their own pace

5. Simulations or virtual reality training

Simulator-style training or virtual reality (VR) training is like a video game that teaches you a new skill. This type of training uses simulated environments to teach employees how to handle highpressure or dangerous situations. Perhaps its most well-known use case is the way flight simulators are used to train pilots.

6. Gamification or game-based training

It is a type of employee training that incorporates game mechanics and elements to make learning more interactive and fun. The concept of gamification is based on the principle that

people are naturally motivated by challenges, competition, and rewards, making it an effective way to motivate employees to learn and develop their skills.

7. Job rotation

Job rotation is a great way to train employees by moving them around different roles in the company.

8. Cross-training or multi-skilling

Cross-training or multi-skilling is like learning how to play multiple instruments in a band. It's about teaching employees to perform tasks that are outside their primary job responsibilities. This training can be done in a bunch of ways, like classroom training, on-the-job training, and mentoring. It's up to the company to decide which method works best for them.

9. Coaching or mentoring

Coaching and mentoring are both powerful training techniques that can be used to help employees develop new skills and reach their full potential. While they are often used interchangeably, coaching and mentoring are actually two different approaches to training. Coaching typically involves working one-on-one with an employee to identify areas for improvement and create a plan for achieving their goals. This might involve providing feedback, setting goals, and providing support and guidance as the employee works to improve their skills. Mentoring, on the other hand, is more focused on building relationships and providing guidance and advice over a longer period of time. Mentors are typically more experienced and knowledgeable than their mentees, and they use their expertise to help guide the mentee's career development.

10. Peer-to-peer training

Peer-to-peer training, also known as peer learning, is a training technique that involves employees teaching and learning from each other. In this approach, employees share their knowledge and expertise with their peers, helping them to develop new skills and knowledge. Peer-to-peer training can take many forms, including informal discussions, group projects, mentoring, coaching, and on-the-job training. It can be especially effective for teaching soft skills such as communication, collaboration, and leadership, which are often best learned through experience.

11. Conferences or workshops

Conferences and workshops are a great way to offer training opportunities to employees. They are usually held in-person or virtually, and provide a chance for employees to network, learn from experts, and explore new ideas. One of the biggest advantages of conferences and workshops is that they offer a unique learning experience that can be hard to replicate in-house. Attending a conference or workshop can expose employees to new concepts and perspectives that they might not have encountered otherwise. Additionally, these events often offer opportunities for hands-on learning, which can help employees better understand and retain the material.

12. Case studies or role-playing

Case studies and role playing are two training techniques that can be fun and effective ways to help employees develop new skills and knowledge. Case studies involve presenting employees with a real-world scenario or problem and asking them to analyze and solve it. This technique can help employees develop critical thinking and problem-solving skills, and can also help them to see how the skills they are learning can be applied in a practical setting. Role playing involves asking employees to act out a scenario or play the role of a specific person in a simulated situation. This technique can be especially effective for teaching communication and conflict resolution skills, as employees can practice interacting with each other in a safe and controlled environment.

13. Self-directed or self-paced learning

Self-directed or self-paced learning is a training technique that allows employees to take control of their own learning and development. Instead of being led by a trainer or instructor, employees are given the freedom to choose what they want to learn, how they want to learn it, and when they want to learn it. This approach can be especially effective for employees who prefer to learn at their own pace or who have busy schedules that make it difficult to attend formal training programs. It can also be a great way to help employees develop the skills they need to advance in their careers, without requiring them to take time away from their work.

14. Micro learning or bite-sized training

Micro learning is a training technique that involves breaking down learning content into small, bite-sized chunks that can be easily consumed and retained by learners. These short learning modules typically last no longer than 5-10 minutes and can take many different forms, including videos, quizzes, podcasts, and infographics. Micro learning is becoming an increasingly popular training technique, as it offers many benefits over traditional training methods. For one, it is much more flexible and can be accessed from anywhere, at any time. This makes it perfect for employees who have busy schedules or who are always on the go

15. Mobile learning or m-learning

m-Learning, or mobile learning, is a training technique that involves using mobile devices such as smartphones and tablets to deliver learning content. This technique is becoming increasingly popular, as it allows learners to access training content from anywhere, at any time.

Training Process and Steps involved

Training is a step-by-step process that will complete only after successful completion of given sequential activities. Past literatures on training indicate that, training in an organization involves systematic approach which generally follows a sequence of activities involving the establishment of a training policy, followed by training needs identification, training plans and programs design and implementation, evaluation and training feedback for further action. An effective training program is built by following a systematic, step-by step process which includes the following:

- i. Identifying and assess Training Needs
- ii. Establish specific objectives
- iii. Select appropriate methods
- iv. Implement Training Initiatives
- v. Evaluate Program
- vi. Feedback

Employee Development

One of the most important functions of Human Resource Management is employee development. Antonacopoulou (2000: P.498) defines Employee development as a means to develop the

abilities of an individual employee and organization as a whole. In every organization the success is tremendously relayed on its employees. However, there are different other aspects that perform a major part; an organization need to ensure efficient employees development in line with financially dominance and competitiveness in the market.

Importance of Employee Development

The importance of developing employees“ skill is rapidly growing and organizations are using this to compete with their competitors in the market. According to Antonacopoulou (2000: P.498)

TRAINING AND DEVELOPMENT

Training and development is one of the imperatives of human resource management as it can improve performance of individual in the organization.

Reasons for Carrying Out Training and Development

Katcher and Snyder (2003: P.90) identify some of the reasons why employers need their employees to continuously learn new skills, and they include the following:

- i. **Capital improvement:** Employees are asset to the organization but employers are more concerned about reaching deadlines and profit maximization rather than employees skills development, without which employee performance could be hampered. Although the organization still achieves productivity, the focus should also be on the dedication, commitment and loyalty of employees. If employees do not receive ongoing training, up-to-date equipment will not be used optimally.
- ii. **Morale improvement:** Employees who continuously upgrade their job skills will also improve their productivity. Developing employee skills not only plays a role in the workplace, but in the external world as well. It contributes to the full personal development of each employee and the socio-economic development of the nation at large; therefore, happy employees may be productive, but more productive employees are happier.

- iii. **Ability to adapt to change:** The more skilled the workforce is, the easier it will be for the entire organization to adapt to changes that may arise in the domestic and global market place in the demand of its products and services.

EMPLOYEE PERFORMANCE

Ramanujam (1986: P.803), defines Organizational performance as a sign of the capacity of a company to efficiently achieve independent goals. All organization has been established with certain objectives to achieve. The objectives that have been established can be achieved by utilizing the resources like men, machines, materials and money. Manpower plays an important role in performing tasks for accomplishing the goals. Organization needs highly skilled and dedicated manpower to perform well. The business environment is constantly iii. Flexibility in response to change: The workforce's level of skill determines how easily the entire company can adjust to shifts in the demand for its goods and services both domestically and internationally.

Advantages of Employee Performance

- i. Productivity increases
- ii. Job satisfaction
- iii. High profit
- iv. Improves sales and market shares of the company in the market
- v. Employees develop sense of commitment and loyalty
- vi. Total production increases in quality and quantity

Factors Affecting Employee Performance

Anderson (2003: P. 122), stated that the following are the factors affecting employee performance in an organization, they include: Experience, Balancing home and work and Manager Interaction

- i.) **Experience:** Hiring employees who do not have the proper background for the job is one of the things that start a performance downward spiral (Anderson, 2003:122). Company training should be used to enhance the employee's background. If an employee has undergone extensive training but is still experiencing performance issues, then the

problem could be that the employee does not possess the necessary experience to do the job.

- ii.) **Balancing** Home and Work: Managers need to be sensitive to employees' personal problems, and be prepared to discuss the issues with employees when necessary. If an employee requires time off to deal with a personal problem, then granting that time off will help to show all employees that the company values them (Anderson, 2003). As much as an employer may not want to be affected by the personal life of his employees, personal problems can sometimes affect employee performance.
- iii.) **Manager interaction:** If an employee does not get feedback from the manager as regards performance on the job, the employee has no idea how to rate their performance. Managers should be trained to give positive and negative employee performance feedback. In negative situations, the manager should work with the employee to create a programme that will help address the performance shortcomings. It is easier for employees to improve their performance when they know what they are doing right and what they are doing wrong .
- iv.) **Setting goals:** Employers need to set goals that employees are required to achieve. Performing to the minimum standards means the employee is doing his job, and that can help an employee understand what is expected of him at a minimum. It would also be helpful to create incentives that will give employees motivation to go beyond the set goals.

MEASUREMENT OF EMPLOYEE PERFORMANCE

Evaluating employee performance is carried out on an on-going basis and encompasses all areas of work ethic and individual achievements. Every company has a process to monitor and evaluate their employees, in Radisson blu anchorage hotel employees' performance on the job is measured with the hotels strategic objectives. Here are some ways in which employees' performance are measured:

- i.) **Punctuality:** Employees who regularly arrive late for work or are frequently absent from the office are unlikely to be meeting their performance objectives.

- ii.) **Quality of work:** The timely completion of projects to the desired standard is a key indicator in measuring employee performance.
- iii.) **Attitude Check:** A bad attitude will often manifest itself in insubordinate behavior. Again, this is indicative of an individual who is unlikely to be meeting their performance objectives.
- iv.) **Observing personal habits:** Perpetual bad habits can detract from employee performance. This may include indulging in office gossip, taking unauthorized breaks, disruptive behavior and the use of computers for personal reasons (such as social media, online shopping).
- v.) **Carry out a client survey:** The consequences of poor employee performance will ultimately manifest themselves in customer service. A client survey can quickly identify issues with individuals. A positive response means your employee performance is meeting or exceeding expectations. The Medallia report is used in this context, it is an online client survey that enables cons express themselves on the services they received in the hotel whether good or bad.
- vi.) **Carry out random checks:** Due to the nature of the business implementing random checks against quality standards is used to review employee performance. This may include reviewing telephone calls, checking records, updating guest profile, customer-employee relationship

METHODOLOGY

This is concerned with the various methods to be employed in the collection of data necessary for the computation and successful completion of the research study. The research method and design used in any research is substantially determined by the nature of the research problems and the purpose of the study. Since this research is a fact finding study, descriptive research method was selected in order to appraise the impact of training and development on employee in Federal polytechnic Nasarawa as a tool for improving employees' performance. The descriptive approach is based on answers to certain relevant research questions.

In the process of achieving the objective, the questionnaire and oral interview research techniques were employed. The entire teaching and non teaching staff of the institution stand at

3200 of a random sample of 355 were derived as the target for data collection According to Cooper&Schindler (2001) defined that data analysis is the process of editing and reducing accumulated data to a manageable size, creating summaries, finding for patterns and using statistical methods. The data were analyzed, presented and interpreted using descriptive statistics of SPSS and ANOVA analysis. These results were interpreted in terms of research objectives.

DESCRIPTIVE STATISTICS Table 1: Distribution of respondents opinion on the impact of training and development of employee of Federal Polytechnic Nasarwa

	A	SA	U	D	SD	TOTAL
There is impact of training and development on employee performance	180	90	30	35	20	355
Percentage of respondents	50.7%	25.4%	8.4%	9.9%	5.6%	100%

Source: field survey 2024

DISCURSSION OF RESULT

180 of the respondents representing 50.7% agree that training and development has a positive impact on the performance of employee of the institution while 90 representing 25.4% strongly agree, 30 representing 8.4% are undecided, 35 representing 9.9% disagree while 20 representing 5.6% strongly disagree.

Table two: What type of training have you undergone?

S/N	Responses	Frequency	Percentage
1.	Additional Academic Qualification	250	70.4%
2.	Workshop/conferences/seminars	65	18.3%
3.	Class room instructor	10	2.8%
4.	Job rotation	15	4.2%
5.	Coaching/mentoring	10	2.8%
6.	As the need arises	5	1.5%
TOTAL		355	100%

Source: field survey 2024

Table two indicates that 250 respondents representing 70.4% said they have obtain additional academic qualification, 65 respondents representing 18.3% indicated that they have attended workshop/conferences/ seminars, 10 respondents representing 2.8% had class room instruction,, 15 respondents representing 4.2% have undergone job rotation, 10 respondents representing 2.8% have experienced coaching and mentoring while 5 respondents representing 1.5% said it is as the need for training arises.

CONCLUSION

This study was carried out to investigate the impact of training and development on employee performance with reference to Federal Polytechnic Nasarawa. The training and development play a fundamental role in the performance of the institution. The study highlighted that training and development benefits to employee, performance cannot be over emphasized. It enabled the institution to maintain its standard of operational advantage, increase in job satisfaction and high morale among employees, and reduce employee turnover. Moreover, training and development provided new employees skills, and enhanced competence they need to perform their jobs to contribute to higher productivity. It also offered employees the opportunity to identify the potential for further development. In addition, training and development promotes successful succession planning aligns with institutional objectives. Despite the benefits of training and development on employee performance, most tertiary institution still lack effective employee training and development policy and training management program. Although, the study hypothesized that; there is a positive relationship between training and development and employee performance. It prepares employees to hold the future positions in the institution with full capabilities and helps to overcome the deficiencies in any job-related area. The research affirmed that training and development has a positive impact on employee performance.

RECOMMENDATIONS

It is realized that training and development have become necessary for the improvement of Particular employees' skill, capabilities, career path, and efficiencies at work to improve employee performance. Based on the findings and conclusions of the study, the researcher recommends considering the importance of strategies proposed towards training and development practices at Federal Polytechnic Nasarawa as the following.

- i. The school should see the necessity of having effective employee training and development policy put in place with clear procedures as guidelines to manage the training program more effectively.
- ii. The institution should have a compulsory training program for all employees to comprehend the significance of training programs to enhance their professional skills and the ability for a better understanding of the performance objectives and their job functions in order to perform their job more effectively and efficiently aligned with institutional strategy.
- iii. The institution should commit to providing the training and development of their experienced Management staff that will help them to identify the potential for further development and Promote succession planning, and reduce staff turnover.
- iv. The institution should organize the training programs in a way that enhances their abilities that are beneficial for the school. The staff needs to be encouraged to go on further development both on the job and off the job.
- v. The institution should provide sufficient resources for training to improve the training program with up-to-date with the new process, or technology and methods because new studies and researches enhanced learning and teaching methods

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