



EFFECT OF TRAINING ON EMPLOYEE PERFORMANCE IN LAFIA MODERN MARKET NASARAWA STATE, NIGERIA

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Abstract: *The study examined the effect of training on employee performance in Lafia Modern Market Nasarawa. The study measured employee performance with employee productivity while training is measured with on the job training and off the job training as well as orientation. The adopted survey research design and the population of this study is 1550 shops that have employees working in the shops. The study adopted the random sampling technique which ensured that every members of the population has a chance of been selected. The study used Taro Yammine formula to derive a sample size of 384. The used use regression with the aid of Statistical package for social sciences to analysed the data. The study found that training of personnel has a significant relationship with employees performance in Lafia Modern Market Nasarawa. This implies that application of Training strategies has a sustainable influence on employees performance in Lafia Modern Market Nasarawa The study recommended that employers of Lafia Modern Market Nasarawa should continue with the training programme such that it is capable of attracting and retaining expert hands and also in a manner that it is perceived as fair by the current employees. They should use modern electronic medium in training the employees on the job and off the job in the organizations.*

Key Words: *Training, off the job training, on the job training, employee performance.*

1. INTRODUCTION:

The notion that workplace training is essential is also prevalent. Employees lack a solid understanding of their obligations without it. Programs that offer knowledge, new abilities, or chances for professional growth to employees are referred to as employee training. When it was determined that most of the top government and corporate posts were held by foreigners in 1960, training in Nigeria began (Olalere & Adesoji, 2019). After independence, there was a significant shortage of skilled indigenous human capital due to the exodus of the European population. As a result, the Federal Government of Nigeria established a Manpower Board in 1962 in accordance with the recommendations of the Ashby Commission (Olalere & Adesoji, 2019). Employers at Lafia Modern Market Nasarawa have employed training methods over the years to improve employee performance inside the company, including on-the-job training, off-the-job training, and orientation for a specific role. However, Lafia Modern Market Nasarawa personnel continue to perform poorly. Furthermore, it's doubtful that Lafia Modern Market Nasarawa has yet to discover how training improves workers' performance for the company. From the existing research, empirical studies have been conducted on factors such employee performance and training in various firms, but none of the studies examined used data from the Lafia Modern Market Nasarawa to study the factors. Additionally, none of the research we analyzed used employee productivity as a proxy for worker effectiveness.

The main objective of this study is to investigate the effect of training on employee performance in lafia Modern Market Nasarawa while the specific objectives are to determine the effect of training on employee productivity in lafia Modern Market Nasarawa.

In line with the objective, the hypothesis is formulated in a null form as follows:

H01: Training has no significant effect on employee productivity in lafia Modern Market Nasarawa.



Concept of Training:

A structured method of providing development and enhancing the quality of both new and existing personnel is training. Training is seen as a systematic method to learning and development that enhances individual, group, and organizational performance (Khawaja & Nadeem, 2016). Therefore, an organization's series of initiatives that result in knowledge or skill development for learning goals contribute to the health and effectiveness of its human capital, the organization, and society at large. Manju and Suresh (2017) claim that training acts as an intervention to boost an organization's goods and services quality in order to compete more effectively by raising workers' technical skill levels. The following characteristics should be present in every meaningful training HRM, according to experts: advances in learning and abilities of doing a particular job, concentrate on individual employees, to effect what employees know, how they work, and attitudes towards their works and co-workers; narrow focus and orientation towards short performance concerns; and encourage relatively permanent change in employee behavior

On-the-job methods

Coworkers, managers, senior military officials, and mentors typically oversee on-the-job training to assist staff in settling into their jobs and provide them with the necessary job-related skills. According to Armstrong (2018), on-the-job training include being coached or taught by more seasoned employees or trainers at a desk or a bench. Additionally, it could involve the employment of team leaders and officers as well as tasks and projects for individuals or groups. Armstrong claims that the only way to learn and put into practice the particular management, team-leading, technical, marketing, manual, and administrative abilities required by the organization is through on-the-job training. It benefits from actuality and immediateness since the person works, learns, and acquires skill all at once.

Off-the-Job methods

Off-the-job training will consist of lectures, vestibule training, role-playing, case studies, discussions, and simulations, according to Ejiogu (2016). As examples of off-the-job training, Armstrong (2019) cited team-building exercises, remote learning, outdoor activities, and workshops. He goes on to say that individuals from the training department, outside educational and training institutions, or training providers—training consultants or guest speakers—can all offer off-the-job training. Line officers are urged to play a key role in bringing real-world experiences into the classroom, facilitating the transfer of knowledge, and ensuring that people taking part in off-the-job training are properly chosen, informed, and overseen to ensure that they contribute appropriately.

Concept of Employee Performance

However, they disagree with the behavioral definition of job performance, noting that behaviors with an aspect of evaluation are performance, which is in tandem with the use of performance ratings by supervisors and coworkers, which is known as the common process of determining job performance. Pradhan and Jena (2016) acknowledge that job performance is as a result of behaviors and not outcomes. The ability of the employees to produce notable results through their work is a requirement for job performance (Shonubi & Akintaro, 2016). Given the significance of employee performance and the fact that every firm strives for excellent performance, it has attracted considerable attention in literature and research (Ojo, 2019). Employees are those who have been hired and are participating in an employment relationship, whether it is in written or oral expression. Agreement on the compensation and the kind of responsibilities required of the employee within a time range are often included (Shumen, 2019). As a result, employee performance refers to both the results that are required for successful work performance as well as the observable behaviors and actions that indicate how a task is done (McNamara, 2018). Employee performance can therefore be described as how they carry out their duties in accordance with the established job description. According to Kazmi (2018), three factors—skill, effort, and the nature of working conditions—affect employees' performance. The knowledge, skills, and competencies an individual brings to their work are included in their skill set. Effort is the level of drive an employee has to complete a task, whereas nature of the work environment is the degree to which that drive is present.

Employee Productivity

Employee productivity measures all factors of employee productivity over a given period of time in a business. It measures the effectiveness of staff, equipment, the production system, and other factors in transforming inputs into valuable outputs (Shannon et al., 2015). The main driver of company growth and competitiveness is thought to be employee productivity. For determining the total factor of an organization's productive capability, productivity growth is a crucial component. In the majority of firms, productivity is used as a gauge of employee skill; in addition, the effectiveness of the business depends on the performance of individual employees. Staff productivity is crucial for improving the accomplishment of organizational goals, as stated by Mihiravi and Perera (2017). The ability of a company to create or manufacture a product that satisfies the needs of the consumer defines its efficiency. Employee output affects a company's profitability as well as its survival and expansion (Lamm et al., 2017). Measures of employee productivity, according to Bond and Fox (2017), include the following: quantity of work, timeliness of work, quality of



work, or the standard of work produced, use of resources/efficiency, customer (External & Internal) Impact/Value Add, self-reliance, productive work habits, alignment & compliance. According to Kuvaas (2016), employee productivity also includes the caliber of the accomplishments, the adherence to the targeted standards, the expenses incurred, and the amount of time required to achieve the results.

2. THE KNOWLEDGE BASED THEORY:

In accordance with this theory, which was created in 1997 by Pedler, Burgogyne, and Boydell, a manager's primary duty is to gather and safeguard important knowledge and abilities (Schlegelmilch et al, 2003; Markides, 1998). The efficiency of the organization in transforming its inputs into lasting, high-value results is guided by the corresponding capacity levels. Organizations supposedly transform into learning organizations organically, according to Pedler, Burgogyne, and Boydell (1997). They constantly learn new things and record their successes in order to change. A shared vision, systems thinking, mental models, personal mastery, and team learning are thus characteristics of such organizations. Personal mastery is determined by a person's dedication to the learning process. The mental model of the company is composed of these. The creation of a shared vision inspires employees to grow and synchronize their personal objectives with those of the company. A team that has members that are always learning is a learning team, and an organization as a whole is one that is learning. This approach is best supported by the DFID's emphasis on learning, development, and lesson sharing through professional cadres, mentorship, and coaching, all of which are intended to improve service delivery for all staff levels and promote continual learning (Markides, 1998).

2.1. EMPIRICAL STUDIES:

Nechirwan et al. (2021) look into the connection between organizational success and training and development. The research uses a qualitative methodology that focuses on the quality of things rather than quantity. The questionnaire is divided into two sections, the first of which is concerned with gathering personal information, while the second sheds light on the areas of training, development, and organizational effectiveness. The sample included both males and females. 120 questioners were addressed to various levels of staff at private universities, and 102 of them responded, allowing the researcher to gather the data at those institutions using a random sample., the analysis was undertaken by using SPSS.. The study found there is relationship between training and development and also found that there a direct impact of development programs on the organizational effectiveness and its progress and development is essential for an effective organization.

Samwel (2018) examined the effects of employee training on drilling company performance in the Geita, Shinyanga, and Mara Regions of Tanzania in order to offer verifiable proof of the impact of employee training on drilling company performance. 219 participants were chosen for the study's sample size utilizing basic random sampling methods with a purpose. The questionnaire that was given to the respondents served as the method of data collection. Descriptive statistics were used to analyze the data, and tables were used to show the findings. According to the study's findings, employee training significantly affects how well drilling businesses operate. However, the study's findings revealed that drilling businesses lack efficient procedures for training and development.

The effect of training and innovation on organizational performance was examined by Kanapathipillai in 2021. This study also examines the role that work satisfaction plays as a mediator of the effects of training and innovation on organizational performance. An in-depth profile is created utilizing data from 653 out of 800 formal standardised questionnaires issued to personnel at the managerial or supervisory level and above at 400 hotels in West Malaysia. This data was collected using the utilized survey approach employing the single-stage cluster sampling method. Only two questionnaires were given to each hotel's manager as part of this study. This study used quantitative approaches to demonstrate that training and innovation have a substantial correlation with work satisfaction and organizational performance and are statistically significant.

Bolarinwa (2021) examined the financial impact of training and development on the productivity of a few chosen business institutions in Lagos State. The research design used in the study was explanatory. The Staff of the Selected Organizations is the study's target population. Using a random sampling technique, a sample size of 142 responses was obtained from the 224 members of staff that make up this group. Data from both primary and secondary sources were used. Surveys given to the chosen HR professionals served as the main source of data. He used both quantitative and qualitative data. Training and development have a favorable effect on organizational performance, according to the tested hypothesis. The results showed a relationship between training and development and organizational performance that was favorable.

The effect of training and development on employee performance during the COVID-19 Pandemic was examined by Mohamed (2022).35 participants were chosen at random from Oman Air's 100-person staff for the study. By implementing a successful training and development strategy, Oman Air was able to preserve its competitive advantage,



raise employee satisfaction levels, and lower staff turnover after the research's findings. New hires received the training and development necessary to do their roles more effectively, increasing productivity and improving succession planning for the organization.

3. METHODOLOGY:

Survey methodology served as the research design for this investigation. The primary data source for the study was a questionnaire. According to a political study conducted in the Lafia Modern Market in Nasarawa State, Nigeria, on June 27, 2022, the researcher found that there are 1918 shops in the market. Since each shop was run and run by its owner, these shops served as the study's population. Additionally, the researcher discovered that every shop had employees. As the success of this study relied on these individuals, the researcher chose to use 6918 establishments in the Lafia Modern Market in the Nigerian state of Nasarawa. Consequently, 1550 businesses with employees make up the study's sample. The study adopted the random sampling technique which ensured that every members of the population has a chance of been selected. However, based on this, the researcher administered the questionnaire to the respondents based on chance. The sample size of this research is calculated using the Taro Yamane formula with 0.05 error level. The formula is as follows:

$$S = \frac{N}{1+N(e)^2} =$$

Where:

S = Sample Size

N = Number of population; and

e = Error Term

Substituting into the formula we have: $n = \frac{N}{1 + Ne^2}$

$$n = \frac{6918}{1 + 6918(0.0025)}$$

$$n = \frac{6918}{18}$$

$$n = 384$$

The sample size, however, is 384 workers at the Lafia Modern Market in the Nigerian state of Nasarawa. To guarantee 384 successful returns, the researcher increased the sample size by 10%.

Consequently, 422 questionnaires were distributed in total. A questionnaire using a five-point likert scale is intended to gather information from respondents. Employees working in various stores in the Lafia Modern Market in Nasarawa state, Nigeria, are given the questionnaire. The researcher sought the opinions of experts in the field, primarily the researcher's supervisor and consultants and auditors from the industry, to determine the validity of the instrument. Validity includes the suitability, significance, and ease of inferences an analyst draws in light of the data gathered (Saunders, Lewis and Thornhill, 2009).

Expert opinions were used to assess the content validity. The research supervisor and two experts—one in human resource management and the other in measurement and evaluation—were shown the instrument. In order to estimate employee performance in the Lafia Modern Market in Nasarawa State, Nigeria, regression was used to regress the dependent variable on proxies for the independent variable, which included recruiting and selection. The relative significance of each of the dependent variables is assessed using the F statistics and the T statistics coefficient. The creation of a suitable model, which theoretically defines the relationship between the variables, is the main focus of this section. The model specifications here are formulated to tests the three hypotheses and they are as follows:

$$EP = \alpha + \beta_1 TRIN + \mu_t \text{ ----- (1)}$$

Where;

EP = Employee productivity

TRIN = Training

ϕ_0 = the autonomous parameter estimate (Intercept or constant)

$\phi_1 - \phi_3$ = Parameter coefficients of Training and Positive attitude.

μ_t = Residual



The degree to which a research instrument produces consistent outcomes or data after numerous trials is referred to as reliability. Because random error has an impact on it, reliability drops as random error rises and vice versa. Pilot testing was done on the research tool (questionnaire) to make sure it was reliable. While reliability is used to check for the internal consistency of each question (variable) in the questionnaire, reliability was utilized to measure the degree of question correctness in the instrument. The validity and reliability of the research instrument used to gather the study's data were tested using Cronbach's alpha.

Table 1: Scale reliability of variables

Variables	Cronbach's Alpha
Employees Productivity	0.85
Selection	0.88

Source: Researcher's Computation (2022)

A minimum Cronbach's Alpha value of 0.7 is stated to be reliable

Data Analysis

Table 2: Percentage Analysis for Training

Items	5	4	3	2	1
Lafia Modern Market Nasarawa employers frequently conducted on the job training for its employees in all aspects of market	90(23.43)	122(31.77)	78(20.31)	78(20.31)	16(4.17)
Lafia Modern Market Nasarawa employers frequently conducted off the job training for employees for new knowledge and skills in the market	119(30.99)	127(33.07)	67(17.45)	56(14.58)	15(3.91)
Lafia Modern Market Nasarawa employers training needs identified as realistic, useful and based on the business strategy of the market	110(28.64)	112(29.17)	67(17.45)	66(17.19)	29(7.55)

Source: Survey, 2022

Table 2 indicates that 23.43% of the respondents strongly agreed that Lafia Modern Market Nasarawa employers frequently conducted on the job training for its employees in all aspects of market. 31.77% of the respondents agreed that Lafia Modern Market Nasarawa employers frequently conducted on the job training for its employees in all aspects of market and 20.31% of the respondents were undecided. 20.31% of the respondents strongly disagreed that Lafia Modern Market Nasarawa employers frequently conducted on the job training for its employees in all aspects of market and 4.17% of the respondents disagreed that Lafia Modern Market Nasarawa employers frequently conducted on the job training for its employees in all aspects of market. Table 2 indicates that 30.99% of the respondents strongly agreed that Lafia Modern Market Nasarawa employers frequently conducted off the job training for employees for new knowledge and skills in the market. 33.07% of the respondents agreed that Lafia Modern Market Nasarawa employers frequently conducted off the job training for employees for new knowledge and skills in the market and 17.45% of the respondents were undecided. 14.58% of the respondents strongly disagreed that Lafia Modern Market Nasarawa employers frequently conducted off the job training for employees for new knowledge and skills in the market and 3.91% of the respondents disagreed that Lafia Modern Market Nasarawa employers frequently conducted off the job training for employees for new knowledge and skills in the market.

Table 2 indicates that 28.64% of the respondents strongly agreed that Lafia Modern Market Nasarawa employers training needs identified as realistic, useful and based on the business strategy of the market. 29.17% of the respondents agreed that Lafia Modern Market Nasarawa employers training needs identified as realistic, useful and based on the business strategy of the market and 17.45% of the respondents were undecided. 17.19% of the respondents strongly disagreed that Lafia Modern Market Nasarawa employers training needs identified as realistic, useful and based on the business strategy of the market and 7.55% of the respondents disagreed that Lafia Modern Market Nasarawa employers training needs identified as realistic, useful and based on the business strategy of the market.

Table 3: Percentage Analysis for Employees productivity



Items	5	4	3	2	1
Employees desire output have recorded increase in Lafia Modern Market Nasarawa	101(26.30)	119(28.91)	71(18.19)	55(14.32)	46(11.98)
Lafia Modern Market Nasarawa employers noted good quality of employees in carrying out task	100(26.04)	101(26.30)	50(13.02)	30(7.81)	97(25.26)
Employees in Lafia Modern Market Nasarawa frequently completed their task	97(25.26)	100(26.04)	50(13.02)	60(15.63)	77(20.05)

Source: Survey, 2022

Table 3 indicates that 26.30% of the respondents strongly agreed that employees desire output have recorded increase in Lafia Modern Market Nasarawa. 28.91% of the respondents agreed that employees desire output have recorded increase in Lafia Modern Market Nasarawa and 8.19% of the respondents were undecided. 14.32% of the respondents strongly disagreed that employees desire output have recorded increase in Lafia Modern Market Nasarawa and 11.98% of the respondents disagreed that employees desire output have recorded increase in Lafia Modern Market Nasarawa. Table 3 indicates that 26.04% of the respondents strongly agreed that Lafia Modern Market Nasarawa employers noted good quality of employees in carrying out task. 26.30% of the respondents agreed that Lafia Modern Market Nasarawa employers noted good quality of employees in carrying out task and 13.02% of the respondents were undecided. 7.81% of the respondents strongly disagreed that Lafia Modern Market Nasarawa employers noted good quality of employees in carrying out task and 25.26% of the respondents disagreed that Lafia Modern Market Nasarawa employers noted good quality of employees in carrying out task. Table 3 indicates that 25.26% of the respondents strongly agreed that employees in Lafia Modern Market Nasarawa frequently completed their task. 26.04% of the respondents agreed that employees in Lafia Modern Market Nasarawa frequently completed their task and 13.02% of the respondents were undecided. 15.63% of the respondents strongly disagreed that employees in Lafia Modern Market Nasarawa frequently completed their task and 20.05% of the respondents disagreed that employees in Lafia Modern Market Nasarawa frequently completed their task.

Test of Hypotheses:

The hypothesis formulated in this study was tested using t-test -statistics, as well as its associated p-value. The level of significance for the study was 5percent (or 95% confidence levels). The decision rule for accepting or rejecting the null hypothesis was based on the Probability Value (PV). If the PV is less than 5% or 0.05 (that is, $PV < 0.05$), it implied that the independent variable in question is statistically significant at 5% level; otherwise, it is statistically insignificant at 5%.

Table 4: Regression Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 ^a	.885	.785	.17138

a. Predictors: (Constant), TRIN

b.

The $R^2 = 0.88$ indicates that only 88% of variation on training can be used to explain by employees performance in Lafia Modern Market Nasarawa but 13% can be explained by other factors not noted in the regression model which is referred to as error term.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	635.593	6	105.932	3873.112	.000 ^b
1 Residual	9.381	378	.027		
Total	644.974	384			

a. Dependent Variable: EP

b. Predictors: (Constant), TRIN



The regression result shows that the model is fit for the study since the f-statistics is significant at 5% level of significance. This implies that all the variables used in the study are fit for the model and can be used to explain their effect on each other.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.020	.031		-.630	.529
	TRIN	.077	.051	-.073	19.372	.000

a. Dependent Variable: EP

From the regression result, training is positive and significant in achieving employee's productivity in Lafia Modern Market Nasarawa. The $EP = -0.02 + 0.07TRIN$ which indicates that employee's productivity in Lafia Modern Market Nasarawa will decrease by 7% for every 1% increase in training in the organization. The p-value of 0.000 is less than the t-statistic value of .19.37 and the standard error value of 0.51 is more than the t-statistic value. This implies that training is positive and significant in achieving employee's productivity in Lafia Modern Market Nasarawa.

4. DISCUSSION OF FINDINGS:

Training of personnel has a significant relationship with employees performance in Lafia Modern Market Nasarawa. This implies that application of Training strategies has a sustainable influence on employees performance in Lafia Modern Market Nasarawa. The findings show that the training is aimed at providing the personnel the opportunity of changing their behaviours and which contributes to their effectiveness and upgrading their skills has enhanced the performance of logistics companies in Abuja. This thus showed that training activities lead to better employees performance within an organization. Training is positively correlated with every other variable in the study productivity, human resource management and recruitment and selection. This implies that any significant change in training programmes for the employee will significantly change productivity of the employee. This finding is in conformity with the finding of (Zehir, et al., 2016); (Marashdah and Albdareen, 2020) whose study revealed that training and development significantly affect the performance of organization. It stressed that training and development if all other factors are held constant will increase productivity.

5. CONCLUSION AND RECOMMENDATION :

The study concluded that training is positively correlated with every other variable in the study productivity, human resource management and recruitment and selection. This implies that any significant change in training programmes for the employee will significantly change productivity of the employee. It stressed that training and development if all other factors are held constant will increase productivity. The study recommended that employers of Lafia Modern Market Nasarawa should continue with the training programme such that it is capable of attracting and retaining expert hands and also in a manner that it is perceived as fair by the current employees. They should use modern electronic medium in training the employees on the job and off the job in the organizations

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