



International Journal of Management and Commerce

www.managementjournal.in

Online ISSN: 2664-6854; Print ISSN: 2664-6846; Impact Factor: RJIF 5.46

Received: 01-01-2021; Accepted: 16-01-2021; Published: 19-03-2021

Volume 3; Issue 1; 2021; Page No. 12-17

The emerging role of training and development in context to performance & evaluation of employees.

Abhishek Verma¹, Shweta Bajaj²

¹ Assistant Director, University of Petroleum and Energy Studies, Dehradun, Uttarakhand, India

² Assistant Professor, Graphic Era Deemed University, Accredited with NAAC 'A' Grade, Dehradun, Uttarakhand, India

Abstract

The performance of today's employees influences the organizational success at all levels. It entails the top management to take training and development at the forefront and understand how it impacts on the overall performance of the employees.

To enhance employee's potential and competency, it is essential to provide avenues for their holistic development i.e. morale building, confidence, and employee engagement so that they can perform to achieve certain goals.

In toto, the top management and organizational stalwarts must practice efficient methods for measuring employee performance, which decides their personal, organizational and skill level perceptions.

Having apt training and development avenues and efficient employee performance assessment methods, the employees will come up with their true potential and add on lot of value to the existing system. Training and development also leads to improvement in the profit of the organization and also the morale of the workforce increases too. It increases the knowledge that is required to do the job and skills required for a specific task. A trained employee is able to give his best and perform best in their task. Training program enable the employees to strengthen on the skill sets they need to improve upon, It brings all the employees to a higher and a different level with almost same skills and knowledge.

Keywords: performance, productivity, organization goals, and performance measure

Introduction

Employees have always been a quintessential part of any organization. They are the life blood of an organization. The accolades and achievements or concerns faced by the industry are dependent to the overall performance of its workforce (Wairimu & Gachoka, 2014)^[14] Hence, it is pivotal for key leaders of the system to detect and acknowledge the implication and importance of appropriate training and development in work force performance and assessment. Increased proficiencies, cognizance, and skills sets are the basis for the organization's competitive advantage in today's contemporary world landscape. Though a significant work have been done in the sphere of training and development in the performance of work force, it seems that top management and the key leadership in the system still experience some loopholes and challenges in this context. It entails a valid reason and objective of this paper is to disseminate lucid facts about employees training and development, performance and evaluation and probable reasons methods, advantages and recommendations for the effective implementation for employees training which as an outcome increases employee's total performance in long run.

Employee Training and Development

In the globalized world, Organizations seek to be effective and successful through distinguished avenues, services, skills, and products. Nevertheless, such features need to be anticipated, established, applied, and unrelenting by aptly trained work force. To train Employees and aim for their total development could be daunting affair for organization's leaders, organizations have been investing more than \$126 billion a year on these ventures of

training and development making employees capable and perform to contribute to the organizational goals. The direct expenditure per employee on training and development has been increased for last three years, this fact has been stated clearly in one of the state of industry reports by association for talent development. For example, organizations invested \$1,229 in 2014 and \$1,252 in 2015 according to (ATD Releases 2016 State of the Industry Report) This overall investment on employee training and development has varied spectrum from managerial to sales executive to interpersonal skills as a whole.

Major endeavors have been put forward on training and development which shows that organizations would want to inculcate the best from top performers as well as seeks involvement of others who can contribute effectively and shoulder responsibilities in the times to come.

According to Feldman as cited by (Jehanzeb & Bashir, 2013)^[8] this necessitates motive involvement, i.e. both the parties - organization and individuals will engage in attaining long term devoutness and pledge through advance career progression and training opportunities. The question is what does training and development mean? What can be the common advantages and what methods can be tried? And the most important how does organizational leadership bolster this endeavor?

Training and Development Conceptualized

Training and development act as a major contributor within Human Resources management utilized to bridge the gaps between current and expected performance (Elnaga & Imran, 2013)^[7].

As per the dictionary of Business (Training, 2020) training is an “organized activity aimed at imparting information and/or instructions to improve the recipient’s performance or to help him or her attain a required level of knowledge or skill.” Training is systematic, planned and methodical activity which is focused on augmenting the level of skills, knowledge, and competency (Nassazi, 2013) ^[12] it is the process of transferring essentials skills, programmed behavior, so individuals develop an awareness of system rules and procedures to navigate their own conduct to attain their job commendably (What is Human Resources.com, n.d.). the main aim of the training is to focus on increasing and refining the skills set needed for achieving goals of the organization (Elnaga & Imran, 2013) ^[7], as it augments and explore the competence of work force groups, and organizations (Jehanzeb & Bashir, 2013) ^[8]

Intentions of Training and Development

Training and development plays a vital role and contributes in attaining organizational goals. It helps each one to perform better which is essential for the growth of the individual as well as the growth of the organization.

According to (Elnaga & Imran, 2013) ^[7] this endeavor supports individuals in reducing their disquiet come across in the organizational set up. One may feel demoralized when the particular job is not executed appropriately as per the expectation and ooze out in an attitude of delaying task or not at all giving an attempt to perform (Asim, 2013) ^[4]. This inability to perform may lead to leaving the organization, keeping a low morale becomes the reason for inappropriate performance and finally makes an individual dissatisfied with their work. Therefore, it is very essential to have apt opportunities for workforce to enhance proficiency through proper training. Moving from one level to other during job, the training and development opportunities provide the right platform for the concerned individual. It is really mandatory to provide excellent work culture across all fronts of the organization (What is Human Resource.com? (n.d.) Employee training introduction, 2020)

According to (Kleiman, 2000) ^[10] employee training and development must be applied to mould individuals and to enrich their professional and operational skills. Proper training and development ensures high performance resulting in organizational success. Training and development opportunities make each employee more satisfied resulting in higher degree of performance and the overall organizational system becomes efficacious. (Jehanzeb & Bashir, 2013) ^[8]

Training and Development Needs and Common Approaches

At every level in the organization there is a need for robust training and development sphere be it operational or any other. (Nassazi, 2013) ^[12] Mentioned that needs ensued at the strategic level are acknowledged by top management keeping the objectives of the organization in mind. Tactical needs are usually identified by Middle management. Needs at the operational front are measured by leaders at lower levels, which focuses much on individualistic performance. It is the job of a leader to not only identified the different needs, but also to ensure to implement selective measures of assessing those needs.

The most crucial factor in recognizing the need for development and training is that the proposed need must be aligned with objectives of the organization. According to (Nassazi, 2013) ^[12],

there are three important verticals of recognizing the need for training and development:

1. Determining problems that are concentrated on the performance of an individual.
2. Regular progress and upgrading of working procedures irrespective of individual’s performance concerns
3. Refurbishing the system through contemporary and strategic changes.(Nassazi, 2013) ^[12] mentioned that, while understanding the needs recognition process, leaders must take into consideration about the needs to form, develop, uphold, and improvise any procedure relevant to the job and essential skills, adding to the methods that will be used to instrument training and development programs. There are numerous methods being used in the training of employees for their professional development e.g.
4. Problem solving based on examining and determining performance concerns due to inadequate skill sets (Nassazi, 2013) ^[12]
5. Comparison of profile helps to relate the capabilities with the novel or prevailing job (Nassazi, 2013) ^[12].
6. Prescribed program for development and training is a pre-thought methodology, which comprises proper evaluation and learning elucidations that might be finished during out from work or at work in particular period (Nassazi, 2013) ^[12]
7. On-the-job is relatable to individuals while execution of task with the similar work settings; for instance, job rotations, transfers, coaching, and mentoring (Nassazi, 2013) ^[12]
8. Off-the-job includes giving outside avenues for individuals to focus better on trainings such as brainstorming (Nassazi, 2013) ^[12].
9. Mentoring, coaching is spinning around on honing certain skill set to perform a job better. And augmenting symbiotic candor.(Nassazi, 2013) ^[12] while batch mates collaborate, contribute on the development of each other.(Elnaga & Imran, 2013) ^[7]
10. Transfers & Job rotation includes people change their role from one vertical to other, or shifting from one vicinity to other, so that they can inculcate new knowledge and exposures (Nassazi, 2013) ^[12]
11. Employees orientation is catered through getting new work force adapted for new beginning and culture in totality (Nassazi, 2013) ^[12].
12. Conferences comprise presentations on varied topics to a set of individuals (Nassazi, 2013) ^[12].
13. Role playing entails pacifying of minds, understanding procedures and roles to increase the decision making skills of an individual.
14. Career planning and goal setting is vital and utilized mainly to help and aid employees in understanding and managing their varied contours of career advancement (Jehanzeb & Bashir, 2013) ^[8]

Benefits of Training and Development

The significance of training and development cannot be ignored as it paves the path for attaining organizational objectives. The training and development initiatives not only aid in increasing knowledge base but it has multiple benefits. The list of common advantages of training and development are as follows (Nassazi, 2013) ^[12]:

1. It upsurges morale of employees.

2. It subsidizes the cost of production as it leads to waste reduction.
3. It upholds a sense of satisfaction and which results in less absenteeism.
4. It augments participation of work force in the course of change by adapting new knowledge and competencies.
5. It gives avenues for promotion and recognition as a whole.
6. It improves the quality and performance of employees.
7. To sum up, we have numerous advantages that apt training programs provide to each one in the organization, according (Jehanzeb & Bashir, 2013) ^[8].

Individual Benefits: It makes you good at soft and social skills coupled with strong technical skills to execute a particular job. It leads to higher job satisfaction, because it gives a feeling of contentment that they are being benefitted by investing in creating a better future for them it gives them a purpose and subsequently increases their confidence and commitment to their work.

When you work for your development it not only gives to confidence but also a reason to think, to dedicate yourself into a task and finally look for a better future. It automatically enhances your commitment, contentment and zeal to outshine and attain great results. In other words, we can say it is a complete performance enhancement tool.

Organizational Benefits: Robust Training and development initiatives and methods help organizations to be agile and competitive. To increase the effectiveness of an organization, many Organizations invest heavily on training and development of their employees and in return they get an increase in profits. Organizations must invest in employees training and development to not only sustain but also remain agile in future to come.

Employee Performance

Employee performance is correlated with the training and development initiatives of the organization. (Asim, 2013) ^[4]. The performance of employees can be shown in the enhanced production adapting new technology, and remain motivated (Nassazi, 2013) ^[12].

Employee Performance Conceptualized

Employee performance is categorized into better outcomes, and attainment of accomplishment (Nassazi, 2013) ^[12]. The success parameters are based on competence, efficiency, efficacy, quality, and participation. The attainment of success should be measured on the basis of certain parameters and standards on effectiveness, accuracy and time consumed in the particular task, according to (Arinanye, 2015) ^[3]

Factors Impacting Performance

Employee performance is dependent on various different factors. According to (Arinanye, 2015) ^[3] it may have some reasons such as leaders' perception and attitude, issues which are personal, specific roles, norms, and standards. (Asim, 2013) ^[4] stressed on some other factors, such as inadequacy in skills, over pressure of work, non-participation of important human resources, unfixed schedule of managers, undecided aims or performance standards, poor statement within the organizational culture, peer pressure.

According to (Nassazi, 2013) ^[12], poor working conditions also have an adverse effect on employee morale and productivity. Organizations must facilitate good working conditions with proper illumination and safety and health measures. Encouraging a safe working environment and appropriate culture finally improves the overall performance of the employees. Further, organizations must ruminate on proper recognition and reward mechanism. Accolades and recognition attracts better talent and gives a reason to seasoned employees to stay remain in the organization. Organization must follow the culture of meritocracy, where your salary and promotion should be based on performance and not nepotism. It makes the system transparent and fair for all the employees. Collaboration also plays an important role in achieving goals of the organization. A good collaboration always converts into better result. It enables open channel of communication among varied individuals. It propels kinship and synergy among team members. It generates a feeling of affinity and candor among people. Training encourages better performance by incorporating right set of skills and attitude and thereby decreasing procrastination and absenteeism, and leads to attainment of objectives of the organization (Elnaga & Imran, 2013) ^[7]. Motivation has got a direct impact on employee performance that makes them committed towards the organization (Asim, 2013) ^[4]. It is the prime job of the leaders of the organization to support this in order to increase productivity and profitability coupled with sustainability (EK & Mukuru, 2013) ^[6] When individuals are involved in decision making, it incurs more trust and credibility among top management and employees (Nassazi, 2013) ^[12]. Motivation leads to becoming more creative, accountable and enhanced performance. Leaders must acknowledge the importance of a motivated work force is capable to achieve more. A unified value system of an organization makes its employees more committed, accountable and brilliant performers. The ethical framework of the organization makes its employees loyal and emotionally competent.

Trust plays a pivotal role for any organization. It serves as an employee's morale booster, and enhances optimistic outlook and collaboration among all, leaders of the organization and employees.

Trust is the prime factor which augments commitment among all and also increases productivity to a great extent. Transformational leadership act as a catalyst to promote trust, accountability, candor and respect within the organization.

Job enrichment also plays a vital role which leads to enhanced organizational commitment. According to (Arinanye, 2015) ^[3] organizational commitment is based on three parameters: (1) emotional commitment or attachment is measured by Affective commitment, your involvement and attachment with the respective organization (2) when you feel a pressure to remain with the organization as commitment and it is reflected by normative pledge, (3) Perpetuation obligation is based on the professed costs related to leaving the organization. There may be other factors that serves to the organizational commitment like respect, job enrichment, pay packages, empowered work culture. Transformational leaders always inspire their team through camaraderie, passion and candor that leads to higher degree of organizational commitment. They also adopt the technique of psychological empowerment to hence the relationship within the team, irrespective of position and designation, leading to better

and improved employee performance (Arinanye, 2015)^[3]. The performance management process is also used by plethora of organization to keep the morale of its individuals high. Through Performance management they assert that organizational objectives are steadily met in an appropriate way. It stimulates continuous education, customized to one's enrichment plans and objectives (EK & Mukuru, 2013)^[6]. The employee's performance has always been essential but challenging for several organization. It is significant to assert that training and development is still the most crucial factor in augmenting employee morale and subsequent performance and attaining organizational objectives and intents.

Employee performance evaluation

There are companies which are not evaluating the performance of their employees in an efficient manner hence the results of these evaluations are ambiguous and inappropriate, therefore it is very important for an organisation to have a logical and methodical approach for gauging the performance of its employees. Performance normally is calculated through employee behaviour and the outcome of his or her work as per the rules and regulations or goals set by the organisations. These outcomes can be measured on personal organisational, aptitudes, environment factors. (Nassazi, 2013)^[12] and (Arinanye, 2015)^[3] provided four examples of employee's assessment.

1. Productivity – that comes from the input of Efficiency and efficacy that finally results into common goods and services.
2. A particular objective can be achieved with minimal resources with effectiveness and efficacy.
3. Quality- a specific trait that satiates the need of any product or service.
4. Profitability- Earning profit consistently in a time period.

Employee Performance Evaluation Conceptualized.

To improvise the work quality and performance, evaluation plays a very important and pivotal role, all the business leaders use these methodologies at work place (Long, Kowang, Ismail, & Rasid, 2013)^[11]. According to (Kirovska & Qoku, 2014)^[9] it is a formal, structured system of assessing the characteristics of employee behaviour in regards to outcome. Over a period of time the objectives that are related to the performance of the employee is the process that determines the performance of the individual. The objectives of growth are directed towards giving productive feedback, appreciating the cohesiveness and limitations. Recognising objectives, categorising the requirement of trainings, augmenting communication skills and giving time to people /employee to raise their issues.

The managerial work and objectives related to administration are focussed on decision making and writing them down, looking for prospective workers, looking for transfers, knowing about performances Which are below average and taking decisions on layoffs and achievements and standards that are legal in nature. Normally when the evaluation in terms of performance is done, it is a face to face conversation and then there are documents that are required to be filled which can be in the form of certain forms to keep a record of the conversation held and then an action plan is prepared. It helps the leaders in the organisation to decide and form a decision for the development and success of each and every employee. The entire process also throws light on the current skill sets of the employee and the entire work force parse.

This all is done keeping in mind the contribution of the employee to the organisation, hence it has to be unbiased, precise and assorted. If the leaders know about the skill sets and the potential of their employees, it will help them in motivating and leading the team in a particular direction. The organisation can attain great results if the morale of the employee is high and they are motivated.

Performance evaluation guidelines

The policies and the procedures of any organisation normally ensures that the performance evaluations are done in time and in an effective manner as these paper works provide the actions required in fulfilling employees' growth needs. (Elnaga & Imran, 2013)^[7] provided some guidelines while checking the employee performance.

1. Capability- keeping a check on capability issues, like health and physical condition. Believe that in what way they affect the need in jobs and abilities of the employees.
2. Values- Measure the observation when it comes to roles and responsibilities, management of time, work and rapport and how all of them affect the goals of the organisation.
3. Skill Sets and knowledge- Measure the Synchronization between the skill sets required and information the employee possess. If they are not in sync, then trainings are required to fulfil the lacuna in between.
4. Measurement- To make sure that our work is performed in an unbiased manner we have to see the actual employee evaluation approach.
5. Feedback- If he senior management is continuously providing the feedback related to the performance of the employee, it also helps in the positioning the reward and recognition which has to be assessed.
6. Environment- Measure the accessibility of the assets and equipment's that are required to shape the work that needs to be performed in the given time.
7. Motivation- Measures has to be made to check the positive and negative performances in order to see the incentives as well as the penalty and how they affect the motivational level of employees.

Separate approaches for measuring the performance of the people in the organisation has been given by (Nassazi, 2013)^[12]

1. When it comes to the measuring performance by the immediate manager it is done by him and then reviewed by senior manager
2. The employee takes the self-assessment before the performance review session.
3. When a subordinate member of the team does the assessment of its leader when he wants that the employee should develop other than the reasons which are administrative.
4. When the colleagues assess their co-workers and the data is made which is used during the assessment session is called peer assessment.
5. When we talk on team assessment it is completely focussed on team attainment and not on any individual person.
6. 6) Assessment of customer is done by internal as well as external customer.

According to (Asim, 2013)^[4] there are certain organisations that meticulously measure the performance of their employee to

increase their productivity. It is based on three main mediums like how much is the count of production, data of personnel, judgemental methods. Through a feedback which is effective the employees themselves are responsible for attaining these matrix as in by letting that what all are the places where everything is fine or where things are not functioning smooth and then looking at the various methods for development in future. (Kirovska & Qoku, 2014)^[9]. Also they said that when we have to attain higher productivity the goals of performance and objective should stick to SMART criteria and it has to be time bound.

Besides it is the responsibility of leaders of any organisation to develop the performance goals to their subordinates they move in the right direction.

If we see from the perspective of development, these goals lead to the measurement of utilising skills, knowledge and potential to put together into action (Kirovska & Qoku, 2014)^[9]. Outcome of the matrices like satisfaction of the customer, their response rater, stakeholder's participation etc, are used to assess these kinds of actions. These kinds of performance criteria which can be measured should be applied to all people in the team or department, according to (Kirovska & Qoku, 2014)^[9]. On an average these are around 15 performance measuring criteria that are used in the organisation

1. Aspirations- People in the organisation show desires to improvise on procedures, product and the overall work culture.
2. Regularity – People come regularly to workplace the outcome of the same in the development of the productivity in the department and increase in the morale.
3. Approach- People show gratitude and behaves professionally with peers and show suppleness towards them and their leaders.
4. Communication Skills- Everyone properly communicates with each other and share information talk about the grey and sort out problems at work place.
5. Team and organisation oriented- people understand their roles and have broader perspective towards the roles and responsibilities, services provided by the organisation.
6. Concentration-People are prioritizing their work over being social and giving them a priority at all spheres of life.
7. Upgrading from Last feedbacks given- Employees performance has to be on the higher side when compared to last feedbacks.
8. Veracity-Workers behave with moral values and respect the privacy of the other colleagues.
9. Technical Understanding- People display adequate level of technical knowledge.
10. Cut offs dates- On regular basis all the employees meet the standard of productivity at all levels which are based on the projects the get keeping in mind the deadlines.
11. Work Quality- The quality of the work is improvised as per the feedback received for improvement from end customers, colleagues and the seniors.
12. Reliable Person- Employees of the organisation show freedom, competitive behaviour and reliability at the organisation level.
13. Managing Stress – Employees have to be adaptable enough to finish their tasks on time and in an effective and productive manner.

14. Working in team- Workers on their own willingness join other to accomplish the task.

The points that are mentioned above create a friendly and productive work environment, where faith, values, confidence and longing for success are common needs and it also give the employees the resources that are required to receive or get high performance levels and competitiveness.

Employee evaluation methods

(Shaout & Yousif, 2014)^[13] gave ten examples of more contemporary or traditional ways for employee performance evaluation.

1. Ranking Method - In this the leaders in the organisation create a merit list from worst to best employee.
2. Graphic Rating scale - In this method many traits are mentioned along with the required performance of each trait and hence the workers are graded on the basis of these scores which tells their best level of performance along with the alignment of the performance required for each score.
3. Critical Incident Method- Here it's the unusual behaviour of the employees which the leaders keep a record of and then they evaluate the same with the employees in order to improve the individual's performance.
4. Narrative Essay- In this evaluation method the senior manager or the supervisors write the detailed document on the worker strength and weakness which are on the basis of the performance, knowledge, educational qualification and then the Suggestions are given for improving the overall performance of the employee.
5. Management by Objective – It is aiming towards improving the performance of the organisation by clearly demarking the goals and objectives of the organisation where both employees and management agrees. This happens by motivating the employees participating in plants and setting of goals.
6. Behaviourally Anchored Rating Scale- This is a method where both the qualitative and quantitative data is used for evaluation of the employee performance. Here there is a comparison of the employee's performance against some examples of behaviour that are connected to the ratings done numerically.
7. Human Resource accounting- In this system the contribution of the employee to the organisation is seen which is based on HR costing and accounting.
8. Assessment Centre- Here the evaluator who has trained analysed and measured the performance and potential of the people in the domains, this is done while performing the jobs assigned to them and are gauged on the basis of the characteristics that are related to jobs.
9. 360 degree- This is a way of evaluation where a feedback is taken from juniors, seniors, and even self-evaluation is also a contributor in the process, the data is gathered for it.
10. 720 degree- This is a method where the employee is measured on the feedback given by the stakeholders, external sources like middle chain and time to time feedback is given against the set targets.

Reasons and ways for handling performance evaluation failures.

It is very important for the management to understand what the reason of failure of the evaluation. (Nassazi, 2013)^[12] has given many reasons for same-e.g.

1. When some information is lacking.
2. If the person who is evaluating lacks the skills of evaluation.
3. If the person is ignoring the seriousness of evaluation.
4. If the person is not prepared.
5. Lacks Integrity
6. If the discussion is not fruitful which is done with the employees.
7. Ambiguity
8. If the performance reward is not as per the expectation of the employee.

In addition to it (Long, Kowang, Ismail, & Rasid, 2013)^[11] said that there are other issues also that are professed by the senior management when it comes to assessing the performance of the employee e.g.

1. People set targets which can be achieved easily.
2. Negative feelings.
3. They do not want team work and working with others.
4. Not much emphasis on result but complete focus only on work.
5. Institutional politics and narrow view.
6. High cost involvement in carrying out evaluations and problems related to them.

To check the effectiveness of the task the only tool used by the leaders is the performance evaluation, that how much effectively the work has been done and what were the challenges that were faced by the employees during the accomplishment of tasks. There should be recognition of employees own moral values and mistakes. These factors are used in the best way to increase the performance of the individuals during work and attainment of the objectives of the organisation.

It is the duty of the senior management to provide guidance and coaching to its employees whose performance is not up to the mark (Kirovska & Qoku, 2014)^[9]. It is very difficult to evaluate the performance of the employees as it affects their perception. Keeping in mind these aspects in mind the leader should use various ways to enhance the employee's performance while attaining organizational goals.

Some leaders do not accept the failures hence it becomes their duty and responsibility to provide support to their team and individuals to become successful, who can do wonders in their jobs and reach the organisational goals effectively.

Conclusion

It is the employees, who have the responsibility on their shoulders to satisfy the end customer and also to take care of the quality of goods or services provided by the organisation, hence they are the real assets for any organisation. Proper training and development has to be provided to them so that the tasks are completed with full potential. If an employee is satisfied and is able to perform his job to its best, is the long term assets for any organisation. Employees become much more productive and efficient if good training is provided to them. They are self-motivated, contended, innovative within the organisation (Elnaga & Imran, 2013)^[7]. If

the organisation wants to reach new heights in the competitive world then it will have to give continuous and appropriate training opportunities to its employees to survive in this world of competition.

References

1. 2020, December 24. Retrieved from what is Human Resource.com? (n.d.) Employee training introduction.: <http://www.whatishumanresource.com/Employee-Training-Introduction>
2. 2020, Dec 24. Retrieved from Training: <http://www.businessdictionary.com/definition/training.html>
3. Arinanye RT. Organizational factors affecting employee performance at the College of Computing and Information Sciences (COCIS). Makerere University, Kampala, Uganda (Unpublished master dissertation). Uganda Technology and Management University, 2015.
4. Asim M. Impact of motivation on employee performance with effect of training: Specific to education sector of Pakistan. International Journal of Scientific and Research Publications. 2013; 3(9):1-9.
5. ATD Releases 2016 State of the Industry Report. (n.d.). Retrieved from <https://www.td.org/insights/atd-releases-2016-state-of-the-industry-report>
6. EK K, Mukuru E. Effect of motivation on employee performance in public middle level technical training institutions in Kenya. International Journal of Advances in Management and Economics. 2013; 2(4):73-82.
7. Elnaga A, Imran A. The Effect of Training on Employee Performance. European Journal of Business and Management. 2013; 5(4):137-147.
8. Jehanzeb K, Bashir NA. Training and development program and its benefits to employee and organization: A conceptual study. European Journal of Business and Management. 2013; 5(2):243-252.
9. Kirovska Z, Qoku PN. System of employee performance assessment: Factor for sustainable efficiency of organization. Journal of Sustainable Development. 2014; 5(11):25-51.
10. Kleiman M. What happens if you don't train them and they stay? Occupational Health and Safety. 2000; 69(1):18-70.
11. Long CS, Kowang TO, Ismail WK, Rasid SZ. A review on performance appraisal system: An ineffective and destructive practice. Middle East Journal of Scientific Research. 2013; 14(7):887-891.
12. Nassazi N. Effects of training on employee performance: Evidence from Uganda (Unpublished doctoral dissertation). University of Applied Sciences, Vassa, Finland, 2013.
13. Shaout A, Yousif MK. Performance evaluation - Methods and techniques survey. International Journal of Computer and Information Technology. 2014; 3(05):966-979.
14. Wairimu MN, Gachoka GH. The influence of performance appraisal on employee productivity in organizations: A case study of selected WHO offices in East Africa. The influence of performance app International Journal of Social Sciences and Entrepreneurship. 2014; 1(11):324-337.