

## Training and Its Impact on the Performance of Operational Level Employees in Selected Apparel Companies

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**Abstract:** Training is a vital function in an ever-changing and fast-moving corporate world. The need for managers to have a high-performing workforce through proper placement of the training and development process to survive new business challenges is curtailed. The general research objective of this study is to investigate the impact of training on employee performance in selected apparel companies in Sri Lanka. Specific research objectives of the study are to investigate the impact of training need analysis on employee performance, to investigate the impact of training design on employee performance, to investigate the impact of training implementation on employee performance, and finally to investigate the impact of training evaluation on employee performance in selected apparel companies in Sri Lanka. The study population was 600 operational employees from three selected apparel companies in the Panadura area. The sample size was 200 operational level employees considered 1/3 of the population in selected apparel companies located in the Panadura area. A paper-based structured questionnaire was administered to collect data. Based on the regression analysis, training design, training implementation, and training evaluation in the workplace have shown significant association with employee performance. The study proved a positive relationship between independent variables and employee performance.

**Keywords:** *Training Needs Analysis, Training Design, Training Implementation, Training Evaluation, Employee Performance*

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### Introduction

Training is an essential concept to both employees and employers in every organization. Training involves developing a specific skill to a desired standard method by practices and instructions. Training is a highly effective tool that can mold employees to undertake their job tasks effectively and efficiently. Improved capabilities, knowledge, and skills of the talented workforce have been proved to be the main source of competitive advantage in a global market (McKinsey, 2006).

Developing the employees' desired knowledge, skills, and abilities to perform well on the job, requires an effective training program that may also affect employee motivation and commitment (Meyer & Allen, 1997). To prepare their workers to do their job as desired, organizations provide training to optimize their potential. By applying long-term planning, most of the firms invest in building new skills by their workforce, enabling them to cope with the uncertain conditions that they may face in the future, thus, improving employee performance

through a superior level of motivation and commitment. When employees recognize their organization's interest in them through offering training programs, they, in turn, apply their best efforts to achieve organizational goals and show high performance on the job (Elnaga & Imran, 2013).

The companies aimed at gaining the competitive advantage realized the importance of training in improving the employee's performance. Past studies provide evidence regarding the positive effect of training programs on employee and organizational performance. On the one hand, previous work in the field proved that effective training programs lead to superior return on investment while the other studies mentioned the positive role of training in attaining the supreme levels of employee retention (Colarelli & Montei, 1996; Becker, 1993).

Due to fast pace global and technological development, the firms are now facing new changes and challenges. Technological advancements have molded the capabilities and competencies required to perform a particular task. Thus, to cope with these challenges, more improved and effective training programs are needed by all corporates. Effective training programs help construct a more conducive learning environment for the workforce and train them to cope with the upcoming challenges more effectively and in time (Tai, 2006).

According to Farooq & Khan (2011), managers are trying their level best to develop the employee's capabilities, ultimately creating a good working environment. For capacity, building,

managers, are involved in developing effective training programs for their employees to equip them with the desired knowledge, skills, and abilities to achieve organizational goals. This struggle by the top management not only improves employee performance but also creates a positive image of the firm worldwide (Jia & Yang, 2021). Effective training programs help employees get acquainted with the desired new technological advancement, gain full command of the competencies and skills required to perform at a particular job, and avoid on-the-job errors and mistakes (Brinkerhoff, 2006).

Firms that focus on shareholders and customer satisfaction realize the importance of investing in training and thus recognize the worth of employee training (Evans & Lindsay, 1999). Mullins and Laurie (2007) view training as necessary to ensure an adequate supply of technically and socially competent employees for both departmental and management positions. He noted that many organizations however never make the connection between their strategic objectives and their training programs. As a result, much of an organization's investment can be wasted through training programs that are often misdirected, poorly designed, and inadequately evaluated. He continues to say that these problems directly affect organizational performance. (Debrah & Ofori, 2006).

The selection of the apparel industry in Sri Lanka was due to many reasons. The apparel manufacturing firms in Sri Lanka play a vital role in providing a significant contribution to the country's GDP, export earnings, and

employment. The industry sector, which accounts for about 25.5% of the GDP of Sri Lanka, has its highest output contribution with the manufacturing sub-sector (including apparel firms) accounting for a share of 15.5% of the total GDP in 2020. Textile, wearing apparel & leather products which were the primary sub-sector of the export-oriented industries. Earnings from exports of made-up textile articles and other materials increased by 64.79% and 11.72%, respectively, in December 2020 compared to December 2019. However, exports of Apparel increased by 46.58% in December 2020 compared with November 2020 (Central Bank of Sri Lanka, 2020).

This emphasizes that the Sri Lankan apparel industry has continued to grow and has a significant role in the economy. In addition, Sri Lanka keeps the goodwill as the only outsourced apparel producing country in Asia endorsed all 27 international labor organization conventions. And it is reputed as a socially responsible & ethical apparel sourcing destination globally (Consulate General of the Democratic Socialist Republic of Sri Lanka, 2020). The Sri Lankan apparel industry is well-reputed globally due to the reliability and quality maintenance of the manufacturers who follow ethical practices such as free of child labor, free of forced labor, and eco-friendly international standards (Embaldeniya, 2015).

According to the Board of Investment of Sri Lanka (2019), the apparel industry in Sri Lanka had a modest beginning in the 1960s, producing mainly textile and clothing for the local market under heavy protection. When

considering the apparel industry in the Sri Lankan context, the industry has enormous competition. The firms' management is pushing the employees to achieve high-end targets to get the maximum output from each employee to maximize the profit. Therefore, the employees have to undergo several training programs to improve their productivity and efficiency.

The shop floor/operational floor is the place in the manufacturing industry where losses are accumulated or profits are made. It is the heart of any product organization and thus should be the core competence. Managing the shop floor has never been or ever will be an easy task. On a typical apparel shop floor, during the transformation of the raw material in the form of fabric to finished goods. As apparel production is very labor-intensive, the speed of the slowest operator defines the rate of the production line. Assuming a less skilled operator is introduced in the cutting section. They will reduce the production speed by at least 20%. Therefore, the operational level employees in the Garment industry can be considered the heart of the industry. They require greater training to match their actual output with the expected output. (Piyasena & Kottawatta, 2015).

Panadura area is considered an important apparel hub since there are several top-level apparel companies located in the area. Three leading apparel companies in the Panadura area were selected for this study. It was identified that there are mistakes and delays from machine operators which affect target achievement. This scenario has resulted in a reduced customer base of the apparel companies and moving on to more

efficient competitors. It demonstrates the importance of training and development which will reduce errors, mistakes, and delays. Therefore, identifying the ways to increase employee performance is vital which will be analyzed through literature and then be researched in the context of the apparel industry in Sri Lanka.

Most studies on employee training and development focused on the factors affecting employee training and development. Most studies have focused on self-efficacy, communication, support, working conditions, and quality of trainers which are not factors directly under the training and development. Although, many studies were carried out on the impact of training on employee performance in the organization, not enough research had been conducted in the apparel sector in Sri Lanka to provide empirical support for investigating the impact of training on employee performance among machine operators. This was identified as a research gap in this study. Past studies have highlighted several research prospects that need to be addressed in future studies such as the factors like training needs assessment, training programs design, development, & deployment are important for knowing their effects on the employees' performance (Bhat, 2013). Considering the background evidence, the current study was conducted to assess the impact of training and development activities related to training needs analysis, training design, training implementation, and training evaluation on employee performance in operational level employees of

selected Apparel companies in the Panadura area.

## Research Questions

The study considers the following research question.

What is the impact of training need analysis, training design, training implementation, and training evaluation on employee performance in selected apparel companies in Sri Lanka?

## Objectives of the study

The general research objective of the study is:

- To investigate the impact of training on employee performance in selected apparel companies in Sri Lanka.

The specific research objectives of the study are:

- To investigate the impact of training need analysis on employee performance in selected apparel companies in Sri Lanka.
- To investigate the impact of training design on employee performance in selected apparel companies in Sri Lanka.
- To investigate the impact of training implementation on employee performance in selected apparel companies in Sri Lanka.
- To investigate the impact of training evaluation on employee performance in selected apparel companies in Sri Lanka.

The paper proceeds as follows. In the next section, the researcher develops hypotheses by examining the literature. Further, the research method and measures adopted in the study are elaborated. Following this, the study presents the results and discussion. Finally, the conclusion, implications, and further research directions are provided in the study.

## **Literature Review**

### ***Concept of Employee Performance***

According to Ramli and Maniagasi (2018) and Ramli and Yudhistira (2018), the achievement of employee performance is the estuary of all the efforts made by management to make the company always able to survive in business competition. Research conducted by Rosita (2016), found that improving employee performance will be able to provide progress for the company and maintain company performance in today's increasingly complex business competition. According to Hawthorne studies, and much other research work on productivity of workers highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention than those who are not happy with their jobs (Landy, 1985). Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management finds it easy to motivate high performers to attain firm targets. An employee could be only satisfied when

they feel competent to perform their jobs, which is achieved through better training programs (Kinicki & Kreitner, 2007).

Recognizing the role of training practices, enable the top executives to create a better working environment that ultimately improves the motivational level as well as the performance of the workforce. According to Leonard-Barton, (1992), an organization that gives worth to knowledge as a source of gaining a competitive edge over competitors, should build up a system that ensures constant learning, and the effective way of doing so is training. Pfeffer (1994), highlights that a well-trained workforce is more capable of achieving performance targets and gaining a competitive advantage in the market. Training is determined as the process of enabling the employee to complete the task with greater efficiency, thus considered to be a vital element of managing the human resource performance strategically (Delaney & Huselid, 1996).

The importance of training on employee performance, through accelerating the learning process, is mentioned in many studies (McGill & Slocum, 1993; Ulrich et al., 1993; Nonaka & Takeuchi, 1995; DiBella et al., 1996). Employee performance, achieved through training, refers to immediate improvements in the knowledge, skills, and abilities to carry out job-related work, and hence achieve more employee commitment towards the organizational goals (Huselid, 1995; Ichniowski et al., 1997). Kamoche and Mueller (1998), mentioned that training should lead to a culture of enhancing learning, to raise

employee performance and ultimately higher return on investment (in training) for the firm.

### ***Concept of Training***

Effective training and development programs are aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as coaching and mentoring, peers cooperation, and participation by the subordinates. This teamwork enables employees to actively participate on the job and produces better performance, hence improving organizational performance (Elnaga & Imran, 2013).

Training programs not only develop employees but also help an organization to make the best use of its human resources in favor of gaining a competitive advantage. Therefore, it seems mandatory for the firm to plan for such a training program for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie, 2005).

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity to take better decision in time and in a more productive manner. Moreover, it also enables employees to deal with the customer effectively and respond to their complaints promptly (Hollenbeck et al., 2004).

According to Singh (2004), training develops self-efficacy and results in superior performance on the job by replacing the traditional weak practices

with efficient and effective work-related practices. Training refers to a planned intervention aimed at enhancing the elements of individual job performance. Training programs may also help the workforce to decrease their anxiety or frustration, originated by the work on the job (Chen et al., 2004). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen et al., 2004), otherwise, their stay at the firm will not add productivity. The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Rowden (2002), suggests that training may also be an efficient tool for improving one's job satisfaction, as employee better performance leads to appreciation by the top management, hence employees feel more adjusted with his job. According to Rowden and Conine (2005), trained employees can satisfy the customers well and employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance (Tsai et al., 2007).

Therefore, Elnaga and Imran (2013) stated that training is important and an imperative tool for the organization to revamp the performance of all the personnel for organizational growth and success. It is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development. Training is essential not

only to increase productivity but also to motivate and inspire workers by letting them know how important their jobs are and giving them all the information, they need to perform those jobs. The general benefits received from employee training are increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products, and reduced employee turnover.

### ***Relationship between Training and Employee Performance***

Most of the previous studies provide evidence that there is a strong positive relationship between human resource management practices and organizational performance. (Purcell, 2003). The study by Khan, et al. (2021) also reveals that a sound association exists between training and employee performance. It is also believed that to achieve the organizational goals, employee performance is important and it depends on a variety of factors but training receives high importance as it improves the skills, capabilities, confidence, and competencies (Khan, et al., 2021). Guest (1997) mentioned in his study that training and development programs, as one of the vital human resource management practices, positively affect the quality of the workers' knowledge, skills, and capability and thus result in higher employee performance on the job. This relation ultimately contributes to supreme organizational performance. The result of Farooq and Khan's (2011) study depicts the positive correlation

between training and employee performance.

According to Swart et al., (2005), bridging the performance gap refers to implementing a relevant training intervention for the sake of developing particular skills and abilities of the workers and enhancing employee performance. He further elaborates the concept by stating that training facilitates the organization to recognize that their workers are not performing well and thus their knowledge, skills, and attitudes need to be molded according to the firm needs. There might be various reasons for the poor performance of the employees such as workers may not feel motivated to use their competencies, maybe not being confident enough in their capabilities, or they may be facing work-life conflict. All the above aspects must be considered by the firm while selecting the most appropriate training intervention, that helps an organization to solve all problems and enhance employee motivational level to participate and meet firm expectations by showing desired performance. As mentioned by Swart et al. (2005), this employee's superior performance occurs only because of a good quality training program that leads to employee motivation and their needs fulfilled.

According to Wright and Geroy (2001), employee competencies changes through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhances the knowledge, skills, and attitude of the workers necessary for the future job, thus contributing to superior organizational

performance. Through training, the employee competencies are developed and enable them to implement the job-related work efficiently and competitively achieve firm objectives.

As mentioned by Arnoff (1971), training sessions accelerate the initiative ability and creativity of the workforce and facilitate avoiding human resource obsolescence, which may occur because of demographic factors such as age, attitude, or the inability to cope with the technological changes. Obisi (2001), reported that training is a systematic process of enhancing the knowledge, skills, and attitude, hence leading to satisfactory performance by the employees at the job. He further mentioned that the need and objectives of the training program should be identified before offering it to the employees.

Scott et al. (1977), argued that training is the crux of better organizational management, as it makes employees more efficient and effective. They further elaborated that training practice is has a strong bond with all other human resource practices as it enables employees to develop themselves within the firm and raise their market value in the market. Moreover, training supports to shape employees' job-related behavior and facilitate them to participate in the success of the organization, and ultimately firm gets higher return due to superior performance of its employees. The well-trained worker can make the best use of organizational resources along with the minimum level of wastages. As stated by Ohabunwa (1999), when employees are well-trained organizations can delegate responsibility and authority to them

with full confidence of ensuring organizational success.

### ***Training needs analysis and Employee Performance***

Framing of training programs as described by researchers included three primary elements, deciding about the status of a program, providing realistic information about the training beforehand and an opportunity for trainees to provide their input (Gegenfurtner et al., 2009). It communicated organizational expectations to employees (Devos et al., 2007). Given its importance, framing of training occurred through a careful training need analysis to understand the targets and status of the intended training (Price et al., 2010; Salas et al., 2012). A good training need analysis highlighted the issues likely to be addressed through training and more importantly distinguished these issues from r factors affecting performance (van Eerde et al., 2008). Therefore, training needs analysis, reinforced the need to consider it as a relevant research construct influencing varied training outcomes (Bell et al., 2017). The correct identification of training needs helps to improve employee performance to a greater extent.

### ***Training design and Employee Performance***

According to the training literature, several training design factors influence the design of training as instructional techniques and learning principles, self-management and relapse prevention strategies, and goal setting (Zaki et al., 2019; Alvarez et al., 2004). Thus, organizations should

design their training programs by including such factors to increase the effectiveness of their training design. So that, it enhances employee performance.

### ***Training implementation and Employee Performance***

The purpose of the implementation phase is to implement the training plan that the company designed and developed in earlier phases of the systematic approach to training. This is when the learners undertake the activities of learning, produce the various tangible results that can be referenced as means to evaluate learners' progress toward achieving the learning objectives, and evaluation occurs not only of the results produced by learners but also the activities of implementation to ensure those activities themselves are high-quality (Management Library, 2022).

### ***Training evaluation and Employee Performance***

Training evaluation is a systematic approach where data and information are gathered to ascertain the suitability and effectiveness of a training program. The evaluation process is beneficial as it can assess the usefulness of the process, help in overall working and boost employee performance. Training evaluation is a method that helps to analyze whether the initiatives and training programs are efficient and whether they are aligned with the objectives, vision, and goals of an organization. It is a process that discovers opportunities and training gaps while employee training (Marketing99.com, 2022).

## **Hypotheses Development**

Training needs analysis is considered to be the foundation of all training activities. To deliver appropriate, effective training which meets the needs of individuals and the organization and represents value for money a training needs analysis is essential (Reid & Barrington 1999). Goldstein and Ford (2002), note that conducting a systematic needs assessment is a crucial initial step to training design and development and can substantially influence the overall effectiveness of training programs. They argue that the first step in managing training is to determine training needs and set objectives for these needs. There are several widely varied methods of identifying problems to be solved through systematic training. Although the method selected must be appreciated to the specific situation, it would appear that one or more of the following would be the most practical in many settings: interviews, questioners, group discussions and work samples, and content analysis of jobs (Mc Ghee, 2000). Dessler (2008), states that distinguishing between can't-do and won't-do problems is thus the heart of performance analysis. He further states that to determine whether it is a can't do the problem and if so its specific causes. He adds that perhaps the biggest trap that trainers fall into is developing training for problems that training just won't fix. Therefore, the correct identification of training needs to help to improve employee performance to a greater extent. Thus, based on the previous studies, the first hypothesis is,

**H<sub>1</sub>: There is a positive relationship between training needs analysis and employee performance**

The organization must design the training very carefully. The design of the training program can be undertaken only when a clear training objective has been produced. The training objective clears what goal has to be achieved by the end of the training program. Training design is the process of creating a blueprint for the development of instruction. One key factor in designing training is the viewpoint. The designer must consider the training from the viewpoint of the learner (Armstrong, 2000). The design of the training should be according to the needs of the employees. Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results and it enhances employee motivation and performance (Boudreau et al., 2001). Unsuccessful training design is nothing but a loss of time and money (Tsaur & Lin, 2004). On-the-job training helps employees to get the knowledge of their job in a better way and to improve their performance (Deming & Edwards, 1982). Therefore, the below hypothesis has been proposed by the researcher.

**H<sub>2</sub>: There is a positive relationship between training design and employee performance**

According to Thomson (2002), training and development implementation is concerned with starting the training and development program and it mainly causes personal and organizational growth. Training implementation is the hardest part of

the system because one wrong step can lead to the failure of the whole training program. Even the best training program will fail due to one wrong action. The organization will make sure that the trainers and trainees have reported and are ready to deliver and learn respectively. Proper implementation of the training program can enhance employee productivity and performance by matching the training gaps. Therefore, the third hypothesis of the study is,

**H<sub>3</sub>: There is a positive relationship between training implementation and employee performance**

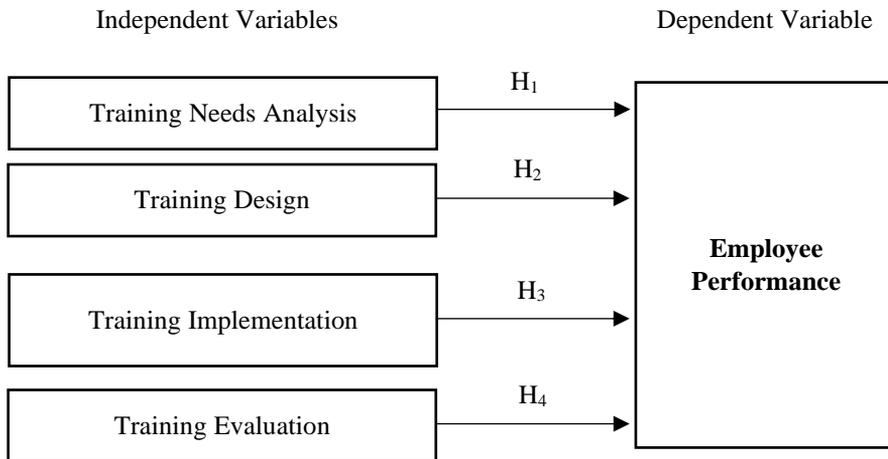
A training program is not complete until you have evaluated methods and results. A key to obtaining consistent success with training programs is to have a systematic approach to measurement and evaluation. Rashid et al. (2010), defined the training gap as the gap between what the trainer teaches and what the trainee learns. The evaluation of any training system helps measure the 'knowledge gap'. Evaluations help to measure Reich's gap by determining the value and effectiveness of a learning program. The goal of evaluation is to improve the training program, provide feedback to the program planners, managers, and participants, and assess employee skills levels. Proper evaluation of a training program thereby improves trainee's overall performance and enables to assess the current state and overcome training gaps.

**H<sub>4</sub>: There is a positive relationship between the training evaluation and employee performance**

## Variables of the Study

The variables of the study were training needs analysis, training design, training implementation, and training evaluation in the workplace and the dependent variable was employee performance.

## Conceptual Framework



**Figure 01: Conceptual Framework of the Study**

*Source: Developed by the researcher, 2021*

## Methodology

For this study, a deductive approach was deemed suitable where it initiates with an in-depth review of the literature to identify gaps in the literature for which hypothesis will be formulated and tested. This will be a quantitative study where attention will be paid to collecting numerical data. The research paradigm which was considered for the study is the methodological inquiry.

The population was 600 operational level employees in three selected apparel companies in the Panadura area. The study carried out was quantitative which covered 1/3 of

operational level employees from the population including all three selected apparel companies, making the total sample 200. The sample had been chosen through a simple random sampling technique. This sampling technique has been used since the selection process is based on probability and a random selection, the end smaller sample is more likely to be representative of the total population and free from researcher bias. The research sample (n) included 200 operational-level employees from three selected apparel companies. The collection of data has been conducted by paper-based questionnaires distributed to operational-level

employees in selected apparel companies.

The questionnaire has 25 questions. The first 05 questions addressed the employees' demographic facts and 6 to 9 questions addressed the training needs analysis and the researcher created those questions to identify the need for training at selected organizations. 10 to 13 questions addressed the training design and identified the content, task and time of the training program. 14 to 17 questions addressed the training implementation and then 18 to 21 questions considered the training evaluation and its influence. Finally, questions from 22 to 25 addressed employee performance and the performance measured through the employees' experience about the

achievement of their daily production targets.

The researcher gathered data from two sources. Primary sources were the structured questionnaires distributed to respondents. The secondary data has been gathered through business magazines, websites, and research articles.

The researcher has conducted a pilot study to measure the reliability of the variables. A pilot study is a small-scale study done in preparation for a wider study. In this study, thirty sample questionnaires were circulated among thirty operational level employees to test the questions and desired outcome as a pilot project to measure the validity and reliability of the questionnaire. The outcome of the test is indicated under the analysis of the study section.

**Table 1: Operationalization of Variables**

| Variables                   | Definitions of variables  | Indicators   | Measures  | Question No |
|-----------------------------|---|--|---|-------------|
| Demographic characteristics |   | Age<br>Gender<br>Education<br>Work experience<br>Civil status  | Ordinal<br>Nominal<br>Ordinal<br>Nominal<br>Nominal | 1-5         |
| Training needs analysis     | Training Needs Analysis (TNA) is the process in which the company identifies the training and development needs of its employees so that they can do their job effectively (Bansal & Tripathy, 2017). | Training align with performance appraisal<br>Current skill identification<br>Training align with the job role<br>Training align with actual business needs | Likert Scale  | 6-9         |

| Variables               | Definitions of variables   | Indicators  | Measures     | Question No |
|-------------------------|--|---|--------------|-------------|
| Training design         | Training design is the process of creating a blueprint for the development of instruction (Armstrong, 2000).   | Level of meeting employee demands<br>Quality of content           | Likert Scale | 10-13       |
| Training implementation | Training and development implementation is concerned with starting the training and development program and it mainly causes personal and organizational growth (Thomson, 2002).   | Level of employee career growth<br>Level of organizational growth | Likert Scale | 14-17       |
| Training evaluation     | Training evaluation is a systematic approach where data and information are gathered to ascertain the suitability and effectiveness of a training program (Marketing99.com, 2022). | Level of training gap influence<br>Behavior changes               | Likert Scale | 18-21       |
| Employee Performance    | Employee performance is the accomplishments or the outcomes produced by the employees (Juliana, 2004).   | Daily targeted production unit achievement                        | Likert Scale | 22-25       |

Source: Developed by the Researcher, 2021

### Analysis of the Study

This research presented a quantitative study to quantify the association between the independent and

dependent variables. To test the reliability, the study has considered the Cronbach's Alpha value. SPSS

Software package (version 23) was applied for the analysis of the data, using statistical tools such as Pearson's correlation, multiple regression, and

ANOVA. Further regression analysis, coefficient of correlation, and correlation of determination were calculated for these variables.

**Table 2: Reliability of Variables (Cronbach's Alpha Table)**

| Variable                | Cronbach's Alpha ( $\alpha$ ) | State of Internal Consistency             | Number of Items |
|-------------------------|-------------------------------|---|-----------------|
| Training needs analysis | 0.811                         | ( $0.9 > \alpha \geq 0.8$ ) - <b>Good</b> | 4               |
| Training design         | 0.822                         | ( $0.9 > \alpha \geq 0.8$ ) - <b>Good</b> | 4               |
| Training implementation | 0.801                         | ( $0.9 > \alpha \geq 0.8$ ) - <b>Good</b> | 4               |
| Training evaluation     | 0.814                         | ( $0.9 > \alpha \geq 0.8$ ) - <b>Good</b> | 4               |

Source: Primary Data, 2021

The reliability analysis results are tabulated above where the values of Cronbach's alpha are greater than 0.7 as clearly presented in Table 2. Hence, it could be realized from this that the data is reliable and suitable to continue with hypothesis tests and descriptive analysis. The results indicated above were obtained from SPSS.

**Table 3: Case Processing Summary**

|                         | Cases |         |         |         |       |         |
|-------------------------|-------|---------|---------|---------|-------|---------|
|                         | Valid |         | Missing |         | Total |         |
|                         | N     | Percent | N       | Percent | N     | Percent |
| Training needs analysis | 200   | 100.0%  | 0       | 0.0%    | 200   | 100.0%  |
| Training design         | 200   | 100.0%  | 0       | 0.0%    | 200   | 100.0%  |
| Training implementation | 200   | 100.0%  | 0       | 0.0%    | 200   | 100.0%  |
| Training evaluation     | 200   | 100.0%  | 0       | 0.0%    | 200   | 100.0%  |
| Employee Performance    | 200   | 100.0%  | 0       | 0.0%    | 200   | 100.0%  |

Source: Primary Data, 2021

According to above Table 3, there were no missing values and all the respondents provided their responses.

**Table 4: Test of Normality**

|                         | Kolmogorov-Smiron |     |      | Shapiro - Wilk |     |      |
|-------------------------|-------------------|-----|------|----------------|-----|------|
|                         | Statistic         | df  | Sig  | Statistic      | df  | Sig  |
| Training needs analysis | .087              | 200 | .002 | .847           | 200 | .112 |
| Training design         | .085              | 200 | .141 | .832           | 200 | .265 |
| Training implementation | .084              | 200 | .008 | .841           | 200 | .118 |
| Training evaluation     | .086              | 200 | .171 | .802           | 200 | .295 |
| Employee Performance    | .083              | 200 | .162 | .812           | 200 | .286 |

Source: Primary Data, 2021

According to the Shapiro-Wilk test, if the significant value is greater than the confidence level, consider that the data set is normally distributed. All the variables had a greater Shapiro-Wilk significant value than the confident level of 0.05. So, the data set was numerically normally distributed.

**Table 5: Summary of Demographic Factors**

| Description       | Range             | Frequency | Percentage |
|-------------------|-------------------|-----------|------------|
| Age (Year)        | Below 21          | 50        | 25 %       |
|                   | 21-30             | 88        | 44 %       |
|                   | 31-40             | 32        | 16 %       |
|                   | Above 40          | 30        | 15 %       |
| Gender            | Male              | 90        | 45 %       |
|                   | Female            | 110       | 55 %       |
| Educational Level | Up to Grade 8     | 40        | 20 %       |
|                   | Up to O/L         | 90        | 45 %       |
|                   | Up to A/L         | 70        | 35 %       |
| Work Experience   | Below 1 year      | 32        | 16%        |
|                   | 1-3 years         | 80        | 40 %       |
|                   | 3-5 years         | 54        | 27 %       |
|                   | More than 5 years | 34        | 17 %       |
| Civil status      | Single            | 110       | 55 %       |
|                   | Married           | 90        | 45 %       |

Source: Primary Data, 2021

The selected sample size included 50 employees in the age of below 21 categories, 88 respondents in the age category of 21-30, 32 respondents from 31-40 age category, and 30 employees

from above 40 age categories. Further, it showed a majority of respondents fell into the age category of 21-30 and it represented 44% of respondents out of whole respondents

According to table 5 above, female respondents have taken a higher percentage (55%) compared to male respondents (45%).

According to the survey, most of the respondents have been educated up to GCE O/L which consisted of 90 employees representing 45%. 70 respondents represented 35% have educated up to GCE A/L. 40 respondents represented 20% have educated up to grade 8.

According to the survey, there were 16% of respondents which consisted of 32 employees belonging to the below one-year experience category. A maximum of 40% of respondents which consisted of 80 employees has fallen into 1-3 years of experience category. The 27% of respondents which consisted of 54 employees belonged to the 3-5 years working experience category. 17% of respondents which consisted of 34 employees were in the category of more than 05 years of working experience and the highest population belonged to the single category (55%).

**Table 6: Correlation Coefficient of Variables**

|                              | NA      | TD      | TI      | TE      | EP |
|------------------------------|---------|---------|---------|---------|----|
| Training Needs Analysis [NA] | 1       |         |         |         |    |
| Training Design [TD]         | 0.867** | 1       |         |         |    |
| Training Implementation [TI] | 0.866** | 0.871** | 1       |         |    |
| Training Evaluation [TE]     | 0.853** | 0.860** | 0.882** | 1       |    |
| Employee Performance [EP]    | 0.846** | 0.863** | 0.874** | 0.889** | 1  |

\*\*Correlation is significant at the 0.01 level (2-tailed)

Source: Primary Data, 2021

The correlation coefficient between training need analysis and employee performance was statistically significant at the 0.05 level. and is also indicated a strong positive relationship ( $r=0.846$ ,  $p<.000$ ). A strong positive relationship indicated the strength and the direction of the two variables. The direction was positive and the interpretation was, strong training need analysis contributed a high employee performance.

The correlation coefficient between training design and employee performance was significant and was also indicated a strong positive

relationship ( $r=0.863$ ,  $p<.000$ ). A strong positive relationship indicated the strength and the direction of the two variables. The direction was positive and the interpretation was, good training design contributed a high employee performance.

The correlation coefficient between training implementation and employee performance was statistically significant and was also indicated a strong positive relationship ( $r=0.874$ ,  $p<.000$ ). A strong positive relationship indicated the strength and the direction of the two variables. The direction was positive and the interpretation was,

proper training implementation contributed to high employee performance. The correlation coefficient between the training evaluation and employee performance was statistically significant and was also indicated a strong positive

relationship ( $r=0.889$ ,  $p<.000$ ). A strong positive relationship indicated the strength and the direction of the two variables. The direction was positive and the interpretation was, high training evaluation contributed to high employee performance.

**Table 7: ANOVA**

| Model      | Sum of squares | df  | Mean Square | F       | Sig               |
|------------|----------------|-----|-------------|---------|-------------------|
| Regression | 186.337        | 4   | 46.584      | 290.532 | .000 <sup>b</sup> |
| Residual   | 18.338         | 198 | .188        |         |                   |
| Total      | 204.675        | 199 |             |         |                   |

- a. Dependent Variable: Mean employee performance
- b. Predictors: (Constant), Predictors: (Constant), Mean training need analysis, Mean training design, Mean training implementation, Mean training evaluation

*Source: Primary Data, 2021*

The study has considered the ANOVA test to understand how the different groups respond, with a null hypothesis for the test that the means of the different groups are equal. If there is a statistically significant result, then it means that the two populations are unequal. According to the above table, the “P” value of the analysis showed a value of 0.000 which is  $<0.05$  and the F value is 290.532. Based on the significant value (“P” value),

alternative hypotheses of this study in terms of all four independent variables can be accepted. The probability of F test statistics of the regression ANOVA was highly significant. So, the model was significant. Further, all the independent variables such as training need analysis, training design, training implementation, and training evaluation significantly affect employee performance.

**Table 8: Model Summary**

| Model | R                 | R Square | Adjusted R Square |
|-------|-------------------|----------|-------------------|
| 1     | .872 <sup>a</sup> | .848     | .845              |

- a. Predictors: (Constant), Mean training need analysis, Mean training design, Mean training implementation, Mean training evaluation
- b. Dependent Variable: Mean employee performance

*Source: Primary Data, 2021*

Multiple correlation “R” was 0.872. This says that there was a strong positive relationship between the individual variables and employee performance. R-square is 0.848. This indicated that 84.8% of the dependent

variable has been described by the individual variables. Adjusted R-square was also representing that 84.5% of the dependent variable has been described by the individual variables.

**Table 9: Coefficients of Independent Variables**

|                         | <b>B</b> | <b>Standard Error</b> | <b>t-value</b> | <b>p-value</b> |
|-------------------------|----------|-----------------------|----------------|----------------|
| (Constant)              | .056     | .110                  | .508           | .001           |
| Training Needs Analysis | .017     | .066                  | .251           | .003           |
| Training Design         | .113     | .141                  | 1.211          | .001           |
| Training Implementation | .121     | .089                  | 1.463          | .000           |
| Training Evaluation     | .211     | .114                  | 1.321          | .002           |

a. Dependent Variable: Mean Employee Performance

*Source: Primary Data, 2021*

All four of these variables positively impacted employee performance. The probability values of training need analysis, training design, and training evaluation were significant with positive beta values at the level of 0.05 and the probability value of training implementation was statistically significant with positive beta values at 0.05 level. Hence, training needs

analysis, training design, training implementation, and training evaluation influence positively on employee performance. The results showed that training needs analysis, training design, training implementation, and training evaluation influenced positively operational employees’ performance in selected apparel companies.

**Table 10: Hypotheses Testing**

|                      |   |                 |
|----------------------|---|-----------------|
| <b>H<sub>1</sub></b> | There is a positive relationship between training needs analysis and employee performance | <b>Accepted</b> |
| <b>H<sub>2</sub></b> | There is a positive relationship between training design and employee performance         | <b>Accepted</b> |
| <b>H<sub>3</sub></b> | There is a positive relationship between training implementation and employee performance | <b>Accepted</b> |
| <b>H<sub>4</sub></b> | There is a positive relationship between the training evaluation and employee performance | <b>Accepted</b> |

*Source: Developed by the Researcher, 2021*

The table was formulated for which the research hypotheses sought to test. Based on the regression results the study has tested the hypotheses. After analyzing the research data, the researcher has found that the training need analysis, training design, training implementation, and training evaluation had a significant impact on employee performance. Therefore, hypotheses  $H_1$ ,  $H_2$ ,  $H_3$ , and  $H_4$  were accepted.

## Findings

The major findings revealed in this study are given below.

The correlation coefficients between independent variables and employee performance were significant and were also indicated a strong positive linear relationship. After analyzing the research data, the researcher has found that training need analysis had a significant impact on employee performance, hence hypothesis  **$H_1$  was accepted**. The interpretation was, sound training needs analysis contributed to a high operational level of employee performance. Today's work environment requires employees to be skilled in performing complex tasks in an efficient, cost-effective, and safe manner. A successful training needs analysis will identify those who need training and what kind of training is needed. It is counter-productive to offer training to individuals who do not need it or to offer the wrong kind of training. A Training Needs Analysis helps to put the training resources to good use (hr-guide.com, 2020).

The independent variable of training design had a significant impact on the dependent variable of employee

performance. So that hypothesis  **$H_2$  was accepted**. So that good training design contributed a high employee performance. The training design involves planning and determining the appropriate activities to be carried out, the selection of appropriate methods, and determining the sources to achieve certain objectives of the training program. It can only be done when there is a clear objective which is the expectation of what trainees should master in their training session and what requirements are to be achieved by the participants at the end of the training program. Therefore, a good training design enhances employee performance without a doubt (Alias et al., 2019).

Sound training implementation had a significant impact on employee performance and also indicated a strong positive linear relationship. Hence the hypothesis  **$H_3$  was accepted**. So that favorable training implementation that values employees contributed a high employee performance. Refers to putting the training plan into action. There should be a proper environment created which is conducive to learning. It should be preferably a participative approach and the trainer should promote role-playing and interactive games to keep the trainees involved and to keep the employee performance at higher rates (geektonight.com, 2021).

The correlation coefficient between the training evaluation and employee performance was significant and as per the current study, there was a positive relationship between the two variables. So that hypothesis  **$H_4$  was accepted**. The training program should be continually monitored. In the end, the

entire program should be evaluated to determine if it was successful and met training objectives. Feedback should be obtained from all stakeholders to determine program and instructor effectiveness, plus knowledge or skill acquisition. Analyzing this feedback alongside an employee performance review will allow the organization to identify any weaknesses in the program. At this point, the training program or action plan can be revised if objectives or expectations are not being met. Hence, sound training evaluation helps to rectify the issues and maintain higher employee performance (explorance.com, 2021).

The Beta values of the four independent variables proved that all four of these variables positively influence the operational level of employee performance.

Based on the regression results the study has tested the hypotheses. Hence the training need analysis, training design, training implementation, and training evaluation had a significant impact on employee performance. Hence the hypotheses **H<sub>1</sub>**, **H<sub>2</sub>**, **H<sub>3</sub>**, and **H<sub>4</sub>** were accepted.

## **Discussion and Conclusion**

The study aims to identify the impact of training on employee performance. The results of the study indicated a positive relationship between the independent and dependent variables. The factors considered for the study were training need analysis, training design, training implementation, and training evaluation. According to Elnaga and Imran (2013), training plays a vital role in the building of competencies of new as well as current

employees to perform their job effectively. It also prepares employees to hold a future position in an organization with full capabilities and helps to overcome deficiencies in any job-related area. Training is considered as that sort of investment by the firm that not only brings a high return on investment but also supports achieving competitive advantage. Employees are referred to as the rare, non-imitable, and valuable resource of the firm and the success or failure of any business mainly relies on its employee's performance. Thus, organizations realizing the fact are willing to invest in training programs for the development of their employees. Effective training is considered to be a key factor for improved performance, as it can enhance the level of employee and firm competency. It supports to fill the gap between what performance is required and what performance is happening, the gap between desired performance and actual employee performance.

Further, the study aids in finding out the facets of training that are positively associated with employee performance. Based on this study, the result indicated that training needs analysis, training design, training implementation, and training evaluation are positively associated with performance levels of apparel sector employees. The respondents perceived training needs analysis, training design, training implementation, and training evaluation as important factors which has a positive relationship with performance among employees. The human resource department can attempt different kinds of strategies to improve current existing procedures of

training such as making learning more flexible, creative, and accessible for employees, motivating all managers to get involved in the training process, matching different learning options and preferences of different employees, offer cross-department training which offers combined workshops where employees with different skill sets need to work together to solve a problem and finally cater what the employee wants and not the organization wants. In this study, the researcher focused on four main sub-variables of training. The relationship between these factors and employee performance is significant and positive. So, that indicated mainly employees considered the factors of training need analysis, training design, training implementation, and training evaluation which affects their level of performance.

## **Implications**

The study which considered the impact of employees' training on performance is important for today's managers since the modern business trends required more efficiency, accuracy, and effectiveness in lesser time and cost. Therefore, this can be achieved only through the design and development of excellent training programs for the employees. By introducing more training programs in the organization employees become interested to get more knowledge about their jobs which further helps them in getting promotions and to maintain sound career growth. Several implications can be made based on the data collected and analyzed in further improving employee performance in the apparel industry. It can be recommended to enhance orientation training by

including off-the-job training of the actual work that an employee will be performing on the floor. This could be done by creating a simulated work environment where employees will handling day to day work for a period of one week or so where they learn the challenges. They can be better prepared in settling down in the role which will improve their performance. It can also be recommended to bring down influential persons like heads of the operations and supervisors of the company where an employee gets to spend time with them and ask questions. This will facilitate them to setting down more comfortably. It can be recommended to provide details regarding future coaching sessions at least two or three weeks before the sessions so that employees can be prepared to ask the doubts they have in a better manner. Coaching can be further improved by obtaining suggestions of employees regarding areas where they think coaching is needed. Properly aimed training programs could be arranged with the pre-announced date so that employees will be able to free their schedules and make it to the session. This will improve employee performance as their doubts will be cleared.

The main limitation of the research is that the sample had to be narrowed down to the above-stated numbers due to practical difficulties. Including more respondents would have increased the reliability and reduced sampling error. Some employees had a lack of reading literacy. Therefore, the researcher had to explain every question to the employees. Apart from that, the respondents' thinking was limited to the given set of questions only. This

limits creative thinking. Some employees didn't have reading literacy. Then researcher has to explain every question to the employees. Further, some employees feared to express correct information because they thought that their jobs will be lost as a result of providing accurate information.

### **Future Research Prospects**

The sample belonged to employees working in apparel companies. Therefore, it may not be generalizable to the whole industry or other industries without further study or inspection. Moreover, in this study, only three apparel companies with relatively small sample sizes were considered. Therefore, it is advised for future researches to cover a huge area with a large sample size. Likewise, this study explored the direct link between the dependent and independent variables. Future research may include moderating variables, such as the size of the organization, marital status of employees, etc. For data collection, a quantitative approach was used. It is assumed that if the qualitative approach is used for future research, it will be fruitful to find new strategies to improve employees' performance and organizational productivity. A lot of future research can be done on different

factors in the banking industry and should thoroughly assess how the training affects organizational performance in the long term. It is recommended to training providers incorporate with the management leaders in public organizations to obtain required data for training evaluation, examining the relationship between training and organizational success based on actual case studies. The role of managerial and leadership factors in employee training and performance is also of unique importance and required to be investigated because a good manager or leader can increase or decrease the efficacy of training which in end affects employee performance. Furthermore, future research should move towards a longitudinal design by collecting data at several points in time to evaluate the changes in participants' behavior after three months, six months, and one year of attending training. Besides questionnaire surveys, qualitative methods such as interviews and observations should be used to provide more accurate information on training effectiveness. The employee's compensation also has a significant effect on the performance because the employees which are not paid well often show poor performance.

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