



The effect of training and development on employees' performance (the case of afar regional state selected public offices)

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Abstract

This research was designed to investigate assess the effect of training and development on Employees' performance in the case of Afar regional state some selected public offices. The study used descriptive research design. The researcher used both primary and secondary sources, primary data were collected through questionnaire and semi-structured interview. In order to select the respondents, the study used probability and non-probability sampling the researcher employed judgmental sampling from non-probability sampling to collect data from and random sampling techniques were used to collect data from employees' of the selected offices. And the data collected through interview were analyzed qualitatively with the support of qualitative analysis methods. The finding of the study reveals that the major factors that make training programs successful for employees' performance in these offices these are; Offering planned training programs, Selection of good trainers, Trainees active participation, and Systematic planning of trainings by the office. The major factors which show organizations linkage of training and development and employees' productivity in the offices these are; motivate employees' creativity, improve operational efficiency and improve find solution in the workplace. The basic criteria to evaluate effectiveness of training programs were; how much they are committed in the work place, creative in the workplace and operationally efficient.

Keywords: training, efficient and efficiency

Introduction

Human resource is the very important and the backbone of every organization and it is also the main resource of the organization. So organizations invest huge amount on the human resource capital because the performance of human resource will ultimately increase the performance of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000). As the Mwita (2000) explains that performance is the key element to achieve the goals of the organization so to performance increase the effectiveness and efficiency of the organization which is helpful for the achievement of the organizational goals. But the question arise that how an employee can work more effectively and efficiently to increase the growth and the productivity of an organization (Qaiser Abbas and Sara Yaqoob). There are many factors which improves the work of the employee such as flexible scheduling, training etc. The survival of any organization in the competitive society lies in its ability to train its human resource to be creative, innovative, inventive who will invariably enhance performance and increase competitive advantage (Edralin, 2004) ^[6], (Lynton, 2000) ^[14], (Vemić, 2007). Training and development is an aspect of human resource practices that help in enhancing employees' skills, knowledge, and competence capable of improving employees' ability to perform more efficiently (Palo, & Padhi, 2003) ^[17]. Training and development play a vital role in the effectiveness of an organization (Goldstein and Ford, 2002) ^[10]. It is one of the most pervasive techniques for improving employees' performance enhancing organization productivity in the

work place (Gupta, & Bostrom, 2006) ^[11]. Employees are the indispensable asset and key element of gaining competitive advantage of any organization and training is essential tool for its actualization (Houger, 2006) ^[12]. The level of competency, skills and ability of the workforces of an organization influences its ability to preserve its obtained positions gain competitive advantage (Armstrong, 2010) ^[1]. Meanwhile, employees competence, skills and pro-activeness is directly proportional to the level at which organization can compete with others. Organizations are confronting with increased competition resulting from changes in technology, economic environments, globalization etc. (Evans, Pucik, Barsoux, 2002) ^[5]. As it could be inferred from above that not much research has been conducted on the relationship between all of these constructs. In this regard, this study aimed to contribute to the existing knowledge particularly in the sphere of capacity development. It is to this end that this paper seeks to critically examine the effectiveness of training and development on employees' performance and organization competitiveness. The significance of this work stemmed from its objectives as follows: (i) Examine how on the job training and development affect employees performance; (ii) Analyze the effectiveness of cognitive training methods on employees' proficiency; (iii) Evaluate the impact of behavioral training techniques on employees productivity; and (iv) Analyze the benefits of training methods on organizational performance.

Training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone R J. Human

Resource Management, 2002). Now a days training is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization.

The employee performance depends on various factors. But the most important factor of employee performance is training. Training is important to enhance the capabilities of employees. The employees who have more on the job experience have better performance because there is an increase in the both skills & competencies because of more on the job experience (FakharUIAfaq, Anwar Khan). Training also has impact on the return on investment (Richard Chang Associates, INC.). The organizational performance depends on the employee performance because human resource capital of organization plays an important role in the growth and the organizational performance. So to improve the organizational performance and the employee performance, training is given to the employee of the organization. Thus the purpose of this study is to show the impact of training and the design of training on the employee performance.

Training & development increase the employee performance like the researcher said in his research that training & development is an important activity to increase the performance of health sector organization (Iftikhar Ahmad and Siraj-ud-din, 2009) ^[13]. Another researcher said that employee performance is the important factor and the building block which increases the performance of overall organization (Qaiser Abbas and Sara Yaqoob). Employee performance depends on many factors like job satisfaction, knowledge and management but there is relationship between training and performance (Chris Amisano, 2010) ^[2]. This shows that employee performance is important for the performance of the organization and the and the training & and development is beneficial for the employee to improve its performance. Thus the purpose of this study is to show the impact training & development on the employee performance.

According to (Malik, *et al*, 2011) organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. The companies spend so much of their budgeted Birr on employees training, so it is crucial that they are able to measure the added value from the training expenditure. This can be measured through comparison of costs and benefits associated with training remains the best way to determine. However, careful measurement of both the costs and the benefits may be difficult in some situations. If training is cost ineffective, For example, one firm evaluated a traditional safety training program and found that the program did not lead to a reduction in accidents; therefore the training will be redesigned so that better safety practices will be resulted.

An organization or an individual employee must be studied before a course of action can be planned to make the function better. Evaluation of training success is the most important phase of training in order to assess whether an organization is achieve the desired goal or not. Evaluation of training compares the post-training results to the objectives expected by managers, trainers, and trainees. Training can be evaluated at four levels (Kirkpatrick) identified four levels: such as reaction, learning, behavior, and results at which training can be evaluated.

The modern business organizations are dealing with the

rapidly changing environment, which requires radical changes for the organizations to adapt those changes for the purpose of having a survival. For that the organizations should have an ability of achieving the excellence with competitive advantage. In this process organizations can use resources such as technology, equipment, human resources and capital. Out of all, the human resource is vital and it is a strategic resource, which gives a competitive advantage. The performance of the organization is mostly depends on the performance of the human resource. A persons performance is basically depends on the skills, attitudes, motivation and knowledge and the top management's commitment etc. During the past three decades researches made a tremendous effort to establish the link between training and development and employees' performance. But in Afar regional state public organizations the literature pertaining to T&D and employee performance is lacking. Hence this study is an attempt to bridge the gap in the knowledge.

In fact there are researches conducted on the role of training and innovation on work force productivity by (Laplagne *et al*, 1999) and found training and innovation in the workplace are very likely to occur in the workplaces experiencing strong labor productivity growth. There was other study conducted by (Malik, *et al*, 2011) as organizational effectiveness case study on Tele comm. and banks and try to see the impact of employee's performance and motivation on organizational effectiveness and found that increasing employee's performance accelerate organizational effectiveness. The first, research tries to see the economic value training in specific functions (sales/technical) of the organizations and the other also fail to see exactly how the organization is effective by improving the employees' performance through training.

In addition, little has been done regarding with Evaluation of the effect of training and development on Employees' performance. Researches could be done on the effect of training and development on Employees' performance; but as per the researcher's knowledge there isn't any research conducted so far to evaluate the effect of training and development on employees' performance.

General objective

The general objective of the proposed study isto assess the effect of training and development on Employees' performance in the case of Afar regional state some selected public offices.

Significance of the study

The study have significances for different parties; since the main objective of the study is evaluating the effect of training and development to employees' performance it will clearly show the importance of training and development programs on employees' competitiveness. In addition, it helps to organizations to choose the types of trainings which should be offer to build employees capacity. In addition, the study will benefit as a reference for other researchers who are interested to conduct a research in the same endeavor. Moreover, the study will help the researcher to acquire master's degree and to gain experience in conducting further studies.

Research Methodology

There are different types of research methods that could be

used when doing research. The methods include: qualitative research, quantitative research, and a mixture of both qualitative and quantitative research. Because mixed method helps utilization of the strength of both qualitative and quantitative research also there is more insight gained from the combination than either form by itself. Their combined use provides an expanded understanding of research problems (Creswell, 2009). In order to study the effect of training and development on employees' performance, the researcher was used descriptive research design because it is helpful to describe issues under the title.

In order to determine the participants of the study, the researcher were applied judgment al sampling technique in the two step processes. Firstly in order to select offices which was included under the study the researcher was use judgmental sampling. The researcher select Finance office, health office and education office based on the preliminary information gathered from civil service office. Since the above listed offices have prepared a lot of training and development programs compared with other offices. Then the researcher were utilize purposeful sampling technique to select sample respondents by identifying the name of employees who were participated in the training and development programs previously and this information was collected from HR department.

On the other hand, for qualitative data collection sample were selected purposefully to select the key informants. On top of this, document review was considered for qualitative data. Therefore, this process was ensures the representativeness of the sample and reduces sampling error and this process of sampling activity also maintains the external validity of the study.

For successful achievement of the research objective the researcher were use both primary and secondary sources. Primary data were collected through open and closed ended questions and structured interview from the selected sector employees and human resource department employees'.

Regarding secondary data, the researcher was gather data from recorded materials of the institutions; especially employees' information who were participated in training and development programs, criteria's used to award the program and the qualification awarded for participants and the data were collected from Human Resource Management (HRM) department, and other available sources. Data was collected from the structured interview.

Discussion and Results

View of Management on training and development at the selected offices

Under this section the data obtained through interview with the human resource managers of the three offices, and top level mangers (administrators) of each office about training and development were summarized and presented below according to the order of the questions.

Question No. 1

"Is there a separate department or unit in the organization that is responsible for manpower training?"

All the selected office managers agreed about the absence of a separate department focus for manpower training. But all the three offices were agreed that they give much attention for training related activities, even if there isn't a separate department there is a team which is responsible for training and development.

Question No. 2

"How long has been your organization involved in training?"

All the selected offices top level managers anonymously responded that training and development is there starting from their arrival to the office, and prior to that; because training and education is an important activity to develop the HR of the office in order to upgrade employees capacity to handle activities carried out by the regional offices.

Question No. 3

"What are the major purposes of training that the organization need to attain?"

Top managers in the three offices explained about the purpose of training and development; the major objective of training and development is building employees' capacity to carry out activities provided for them. In general, hen employees' participate in training and development; it enhanced their operational efficiency and productivity.

Question No. 4

"Does your organization have a training policy in place?"

The three offices employees' agreed responded as there is a working manual and guide line to implement training and development. Mostly, participants for short term training activities are selected based on the recommendations of their supervisors, but participants for education are selected among employees' based on the guideline developed by the office. And the promotion and training team is responsible to identify the most competent employees for education, and employees' give much emphasis for education than trainings. Generally, they explained that their respective office financially sponsor employees' for education, and important short term trainings.

Question No. 5

"Briefly describe the training policy and procedures in your organization?"

The manager of the health office explained that; the guideline to administer training is clear because our office has annual plan to offer trainings each year, and sometimes the selection of training programs could be decided by the government; like emergency cases got attention. And participants are selected based on their specialization, most likely our office offer trainings for health stations and hospitals and the head of the hospital or the health station is responsible to select participants based on the rules and regulation. Most of the time the health office offer two type of trainings to its employees'; employees in office and employees in health centers, these are; Leadership and management, Nutrition, TB, malaria control, DHIS2 (district health information system), Health extension refreshment training, Wereda transformation, quality improvement, Health centers reform, hospital performance and improvement, CRC (Compassion respectful and caring), ICCM (Integrated community case management) and FGM (Female GenetalMituation).

The manger of education office also explained that there is a training program offered for teachers annually, and the selection criteria is clear and each school would get a quota to select participants, and the office will coordinate the training and education activities based on the directors decision from each school.

Finally, the manager of the finance office said that there is a

clear guide line to choose participants for training and education, but sometimes the government could offer additional trainings out of the plan set by our office. For example, the government was inviting our experts to give additional information about tax collection, and the IBEX software trainings about finance administration. And the selection of trainees would be based on their proximity for activities.

Question No. 6

“Does training in your organization is planned and systematic? If your answer is no why?”

All offices managers said that they have annual plan for training and education; but sometimes the government could offer training for their employees’ and it is considered as emergency, and they explained that they didn’t incorporate such kind of trainings in their plan. But training and education is an important issue which is under their plan.

Question No. 7

In presenting the training;

a. What are the kinds of training used?

As managers of the selected offices explained that most of the time their organization arrange off-the job trainings but sometimes new employees did get direction by senior employees on the job training but such kinds of trainings could not be consider under their annual plan. Because, most of the time employees’ are interested and motivated for off-the job training.

b. What methods of training are used?

As it was explained by mangers they couldn’t have sufficient information about the methods used in the training setting; sometimes when they prepare trainings for their employees’ they choose good trainers and the trainers will decide about the effective methodology to deliver the issue. So, trainers could use methodology most suitable to deliver the lesson, based on their preference.

c. How is training evaluated?

As it was explained by the mangers of the selected offices; the result of the trainings offered by the office were evaluated at the end of each training session. And if employees get it important and sensitive the office could offer it for the second time. So, employees’ evaluation at the end of the training session is inevitable at all; and it is used as a base to select trainers for other training sessions.

Question No. 8

“How the training plan, lessons, and trainers are determined?”

As it were explained by mangers of the selected offices there is annual plan for training like other activities, and the type of training which needed to be offered for trainees is specified at the planning stage, sometimes as it was stated above the government may provoke emergency types of trainings; something which were not included in the annual plan. Regarding with trainers selection the office try to select trainers based on their previous experience, recommendation by experts, and competition, in addition as it is sated in the above question employees feedback at the end of the training session is also used as a selection criteria, trainers who perform better in the first training could be selected for the next trainings.

Question No. 9

“Does training have an effect on worker performance? How do you measure training effect on worker performance?”

Anonymously managers in the selected offices said yes. In addition they said that actually we haven’t specific measure to evaluate employee’s performance before and after the training session. But, it is possible to observe that employees operational ability like speed, flexibility, team work ability, coordination, cooperation, and creativity enhanced after training sessions. Even sometimes employees do something new through refreshment trainings; like IBEX in finance office, operating plasma lesion in education office, and using ...for a better data collection in health office. So, it is possible to say that employees’ productivity enhanced after taking trainings offered by the office.

Summary of findings

- There is a separate department responsible for manpower training in afar regional state Education and Finance offices but not in Health office.
- In the three offices employees’ agreed that since they joined their organization they were participated in different training programs, but the degree of intensity is lower in Finance office compared with the regional health and Education offices.
- Employees in Health and Education offices were engaged in self-sponsored training programs at least once for further studies to acquire new skills, knowledge and abilities as long as employed in the organization but in the regional Finance office.
- Managers didn’t use trainees’ feedback to improve the effectiveness of the training programs in the selected regional offices, as it will affect the productivity and effectiveness of the training programs.
- In the three offices employees’ agreed that management didn’t request feedback from trainees before and after training programs; and it has its own side effect the effectiveness and productivity of training programs offered by regional offices. So, mangers better to consider trainees’ feed-back before and after the training programs.
- Employees in Health and Finance offices didn’t engage in the designing and development of training programs, but employees’ in Education office has participated in in the designing and development of training programs.
- Education and Finance offices are good in providing training programs such as class room training, seminars, workshops etc. Frequently but not in regional Health office.
- Trainers are competent in regional education and finance office but not in regional health office.
- Majority of employees’ in Afar region Education and Finance office have high level of participation on the training programs, but employees level of participation was low in Health office.
- Employees in Health office feel that the training methodologies are not suitable for trainees but employees in education and finance office feel that the training methodologies are convenient.
- Regional Health and Finance offices employees didn’t use employees’ performance result to select trainees but Education office use performance result to select trainees for training program.

- Seniority doesn't consider in selecting trainers in regional health and finance office but respondents were neutral in education office.
- Majority of employees' in Afar region Education and Finance office feel better about group based training but employees in regional Health office feel the reverse.
- Employees in Health office feel that trainers are not professional but employees in education and finance office feel that trainers are professionals.
- Employees in Health office feel that training programs are not systematic and pre-planned but employees in education and finance office feel that training programs are systematic and planned.
- Regional Health and Education offices employees are satisfied about the training programs offered by the office but Finance office employees were dissatisfied by the training programs offered by their office.
- Employees in Health office and Finance office believes that training programs has importance to improve their performance since they joined the office, but Education office employees' feel to the reverse.
- Employees' in Afar region Health and Finance office have a medium view about the offer of training programs by the office when employees achieve poor performance, but education office employees believe that they didn't get sufficient trainings for poor performance.
- Employees in Health office and Finance office feel that the training programs improve employees' performance but employees' in Education office feels the reverse. And anonymously respondents in the three offices believe that training programs help to improve employees' efficiency.
- Employees' in the three regional offices anonymously believes that training programs has importance to avoid wastage in the work place. And employees' in Education and finance office believes that training programs help them to enhance their commitment but not in Health office.
- Majority of employees' in Afar region Health and Finance office have an opposite view about the implication of training programs to enhance workers accuracy and efficiency but employees in Education and Finance office believes that training programs support them to enhance their work accuracy and to perform tasks precisely.
- Employees' in Afar region Health and Finance office have an opposite view about the implication of team work & training programs to enhance employees performance but employees in Education and Finance office believes that team work & training programs support them to enhance their work performance.
- Regional health office employees were dis-agree about the implication of training programs for employees' commitment but Education and Finance office employees believes that training programs helps to improve employees' commitment.
- Employees' in Afar region Health and Finance office and haven't a strong sense of belongingness because of training programs offered by their office but in Education office employees believes that training programs offered by the office support them to enhance their sense of belongingness.
- Employees' in Afar region Health and Finance office

have an opposite view about the implication of active participation in training programs and organizational commitment but respondents in Education office believes that active participation in trainings could improve employees commitment.

- Majority of health office employees were dis-agree about the implication of trainers-trainee relation and employees active involvement for their competency but in Education and Finance office employees have a positive view about trainer-trainee relation and its implication for workers competency.
- Training materials and the training conditions helps to improve employees' commitment in Education office but not in regional Health and Finance offices.
- Majority of employees' in Afar region Education and Finance office feel better about the importance of training to find solution in the workplace but employees in regional Health office feel the reverse.
- Employees in Health and Education offices feels that they could get a similar training in other offices, but the view of Finance office is the opposite.
- Employees in the three regional offices anonymously believe in their contribution to the society.
- In regional Health and Education offices employees believes that trainings offered by the office enhance their operational efficiency, but employees in the Finance office believes the reverse.

Conclusion

This research is conducted on assessment of the effect of training and development on Employees' performance in the case of Afar regional state some selected public offices. In particular this research attempted to answer the following five research questions.

- What are the major factors that make training programs successful for employees' performance?
- How could organizations link training and development and employees' productivity?
- What are the basic criteria (points) to evaluate effectiveness of training programs?
- What are the basic types of training and development programs offered by each office?
- How could be the benefit of employees' training and development be explained for organizational productivity?

In terms of the first research question, the research has found the following points as the major factors that make training programs successful for employees' performance in these offices these are;

- Offering planned training programs
- Selection of good trainers
- Trainees active participation
- Systematic planning of trainings by the office
- Collecting feedback after training sessions
- Suitable training methods and materials
- Using performance result to plan training programs

In terms of the second research question, the research has found the following points as the major factors which shows organizations linkage of training and development and employees' productivity in the offices these are;

- Training helps to enhance employees moral
- Training helps to motivate employees creativity

- Training helps to improve employees team work
- Training helps to improve operational efficiency
- Training helps to improve contribution to the society
- Training helps to improve find solution in the workplace
- Training helps to improve employees' commitment
- Training helps to improve strong sense of belongingness

In terms of the third research question, the research has found the following points as the basic criteria (points) to evaluate effectiveness of training programsthes are;

- Employees ability to cooperate with others
- How much they are active to find solution in the workplace
- How much they are committed in the work place
- How much they are creative in the workplace
- How much they are operationally efficient

In terms of the fourth research question, the research has found the basic types of training and development programs offered by each office these are;

- Communication & leadership skill in all offices
- DHIS2 (district health information system & ICCM (Integrated community case management) in health office
- Educational Planning and Management in education office
- Customer handling in all offices
- Conflict management in all offices

In terms of the final research question, the benefit of employees' training and development could be explained for organizational productivity these are;

- Training programs helps to enhance organizational productivity
- It helps to enhance customers satisfaction
- It helps to improve operational efficiency
- It helps to improve resource utilization

Recommendation

Based on the findings summarized above the researcher forwarded the following recommendation;

- It is better to establish a separate department to handle the issue of training and development.
- It is necessary to have a systematic, & planned performance gap based training programs in each office.
- Managers should use trainees' feedback to improve the effectiveness of the training programs.
- The management should aware trainees about the outcome of the training prior to the training session.
- Employees should get involved in selecting the types of trainings offered each year.
- Managers should choose professional trainers and better training methodologies.
- Seniority and performance result should be considered to select participants.
- The outcome of training programs should be evaluated.
- The management should create awareness about the importance of training and its implication for organizational productivity.

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