

## INFLUENCE OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN WUDIL LOCAL GOVERNMENT, KANO STATE

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### ABSTRACT

*The personnel of Wudil Local Government are performing satisfactorily, while some are not performing well due to bias in selection of personnel to training, inadequate training needs assessment and irrelevant training programmes does not only impede training of personnel objectives but also constitute a serious factor in reducing personnel and local government performance respectively. This research was designed to assess the 'influence of Training and Development on Employees' Performance in Wudil Local Government Area of Kano State. Training and development serve as the independent variable while employee's performance serves as the dependent variable of the study. This research uses quantitative method with survey approach. A total of 226 respondents participated in filling the questionnaire. Multiple Regression was used to analyze the Influence of Training and Development on Employees Performance as the variables under investigation. The multiple regression analysis measured the effects of each of the dimensions/constructs against the dependent variable and identified the degree of the effect between the independent variable and the dependent variable. The result of the study indicates that training needs assessment and training programmes have significant and positive effect on employee performance in, Wudil Local Government Council. However, selection criteria have insignificant effect in Wudil Local Government. Therefore, based on these findings, it was recommended that the management of the Wudil local government should pay much attention to selection criteria so as to boost their efficiency and employee's performance.*

**Keywords:** Employees Performance, Development, Training, Training Programmes. Wudil Local Government

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## **INTRODUCTION**

Globally, public sector organisations are under growing pressure to improve worker productivity and performance. The fact that a sizable section of the public's workforce is supported by large government funding, donor donations, and taxes paid by the general public serves as the foundation for this pressure. It is worth mentioning that numerous reforms and reorganisations have attempted to boost efficiency and productivity in the public sector example of such reforms are Bureau of Public Service Reforms (BPSR), Public Procurement Reform (Due Process Policy), Treasury Single Account (TSA) and Integrated Payroll and Personnel Information System (IPPIS) However, many workers have found that these efforts have backfired, leading to more workloads, layoffs, and the assignment of less competent individuals to more responsibility. An organisation's human resources are its primary engine, and the caliber of its workforce has a significant impact on whether it succeeds or fails. As a valuable resource, employees are essential to the successful and efficient operation of a firm. Organisations require not only competent, professional, and capable workers, but also highly motivated employees to achieve the best results. However, not every worker has the abilities and work ethic that are required of them.

Local governments are a crucial component of Nigerian governance and are largely in charge of socio-economic development at the local level, as outlined in the 1999 Constitution (Jegede, 2022). This includes functions such as economic planning, maintenance of primary education, and public health services. However, the successful execution of these duties relies not only on legislative frameworks and political leadership but also on the administrative machinery primarily the employees who implement policies and programs (Jegede, 2022). Therefore, training and development initiatives impact on employee performance is crucial for ensuring that local governments can fulfill their mandates effectively.

## **Objectives of the Study**

The major objective of this study is to assess the influence of training and development on employees performance in Wudil local government Area in Kano State, while the specific objectives of the study are to:

1. Examine the effect of training needs assessment on employee's performance in Wudil local government Area in Kano State
2. Ascertain the effect of training selection criteria on employees' performance in Wudil local government Area in Kano State.
3. Determine the effect of training programmes on employees' performance in Wudil local government Area in Kano State.

## **Research Hypotheses**

**H<sub>01</sub>:** Training needs assessment has no significant effect on employees' performance in Wudil local government Area in Kano State.

- H02:** Training selection criteria has no significant effect on employees' performance in Wudil local government Area in Kano State.
- H03:** Training programmes have no significant effect on employees' performance in Wudil local governments Area in Kano State.

## **LITERATURE REVIEW**

### **Conceptual Framework**

#### **Concept of Training and Development**

Training is a widely used term which has various meanings to various people, yet it is a very important concept to all society. Some scholars regard training as simply taken to mean impartation of 'knowledge', 'enlightenment' or 'wisdom'. Davidson (2022) defines training 'as the process of teaching and giving instruction, the process of improving'. Similarly, Cambell (2019) states that training refers only to instruction in technical and mechanical operations while development refers to philosophical and theoretical educational concept. Training is designed for non- managers while development involves managerial personnel. Training courses are typically designed for a short term, stated purpose, such as the operation of some piece(s) of machinery while development involves a broader education for long-term purpose. Training is for short-term while development is for long-term. Training is for specific job related purpose while development is for general purpose.

#### **Training Needs Assessment**

Finding performance requirements and the knowledge, skills, and abilities that an agency's workforce requires to meet those objectives is the goal of a training needs assessment. Resources can be allocated to regions of highest demand with the aid of an efficient training needs assessment. The evaluation should cover the resources required to carry out the organisation's objective, boost output, and deliver high-quality goods and services. The process of determining the "gap" between required and actual performance is called a needs assessment. Training Needs Assessment is a vital part of the training design process which endeavors to reduce the 'gap' by finding out what needs to be learnt. Without TNAs, there can be no solid prognosis to diagnose if the whole training process was correctly designed, (Wright, Gardiner and Moynihan, 2020).

#### **Training Selection Criteria**

Selection is vital functions of human resource management for any type of organisation. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions (Gamage, 2020). Recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of training and selection within the

organisation is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organisation, at minimal cost (Ofori & Aryeetey, 2021).

### **Training Programmes**

Once an employee's training and development is planned, it is then necessary to design the various training programmes that will be offered. In each case then this involves setting instructional objectives, determining program content, and designating on training methods and techniques. Specially designated training and development professionals especially for programs to be offered several items, or left to the individual instructors may do the designing work. (Heneman et al., 1996)

### **Employee Performance**

Fernando and Dissanayake (2019) defined employee performance as how employees carry out the tasks assigned to them within stipulated deadlines. Thus, performance relates to the efficacy, quality, and efficiency of a task for an individual employee. According to Pradhan (2016), employees' performance is more likely to be enhanced when they are allowed to participate in decision-making and contribute to the implementation of change that affects them. Moreover, employee performance is not solely an individual concern but also a collective one. As noted by Al Mehrzi and Singh (2016), performance must be viewed at both the individual and team levels. Teams within organisations must work collaboratively to achieve common goals, and the performance of each individual team member can influence the overall success of the group. This means that organisations must focus on fostering a culture of collaboration and teamwork in order to enhance collective performance.

Numerous studies have studied how employee performance is affected by training and development. In the next paragraphs, these studies are experimentally examined according to their applicability to each of the study's objectives.

### **Training Needs Assessment and Employees Performance**

Several studies have explored the influence of Training Needs Assessment (TNA) on employee performance, employing diverse methodologies to uncover how effectively these assessments can address skill gaps and enhance job performance. Akinyooye's (2019) study on the training needs assessment of Nigerian civil service workers reveals that many training programs in the Nigerian civil service fail to meet the actual needs of employees due to their top-down design. The study emphasizes that training often lacks proper needs assessment, which is crucial for aligning training objectives with the actual needs of employees. The research advocates for a more responsive approach to TNA, suggesting that effective training programs should be based on comprehensive evaluations of employee needs. By repositioning the relevance of training, the study aims to improve employees' knowledge, skills, and attitudes, thereby enhancing their performance in a contemporary work environment.

### **Training Selection Criteria and Employees Performance**

Wambura (2025) conduct A Literature Review on the Influence of Training Selection criteria on Improving Employee Performance in Tanzania. The study was grounded in Human Capital Theory, emphasizing the critical nature of investing in employee training. The literature revealed that training positively impacts performance by augmenting employee knowledge and skills, enhancing motivation, alleviating anxiety, achieving targets, and cultivating loyalty and commitment.

### **Training Programmes and Organisational Performance**

Several studies have explored the impact of training programs on organisational performance, using various methodologies and focusing on different sectors and contexts. These studies highlight the significance of training in enhancing employee capabilities and, consequently, organisational effectiveness. Modester Peter Mgeta (2025) examine the Influence of Training Programmes on Employee Performance at Telecommunications Company Limited in Tanzania. Human Capital Theory serve as the guiding framework. The study adopts a descriptive research design. A mixed-methods approach is employed, integrating both quantitative and qualitative data. The quantitative component focuses on numerical data collection through structured surveys and statistical analysis, while the qualitative component explores employees' perspectives through interviews. The study targets a population of 248 employees at Telecommunications Company, categorized into middle management, supervisors, and general staff.

Using Yamane's formula, a sample size of 153 respondents is determined. Purposive sampling is used for selecting middle management and supervisors, while simple random sampling ensures the representativeness of general staff. Data collection methods include semi-structured interviews for qualitative insights and structured questionnaires utilizing a 5-point Likert scale for quantitative analysis. Thematic analysis is applied to qualitative data to identify key patterns and themes, while descriptive and inferential statistics are used to analyze quantitative data. Multiple linear regression analysis, conducted through SPSS. The study findings reveal that training programs significantly enhance employee performance by improving skills, efficiency, and adaptability to technological advancements.

Mchete and Shayo (2020), in their study "The Role of Induction Training on Performance of New Employees at Workplace: A Case Study of the Open University of Tanzania," examined how induction training impacts the performance of newly hired staff. Using surveys and interviews with new employees and human resource officers, the study found that structured induction programs improve employees' understanding of job roles, workplace culture, and organisational expectations, leading to increased efficiency and job satisfaction. The study concluded that effective induction training is crucial for employee retention and performance improvement.

### **Theoretical Framework**

The theoretical framework for this study is the Human capital Theory (HCT) by Gary S. Becker (1964). In his book *Human Capital: A Theoretical and Empirical Analysis*, with special reference to

education. And contributions from Theodore W. Schultz (1961) is also credited for laying the foundation of HCT, especially in his article Investment in Human Capital. Human capital theory views education, training skills, knowledge and health as forms of capital that individual invest in to increase productivity earnings. Just like physical capital (machines, factories), human capital requires investment (time, money, resources) that brings returns (higher wages, better job opportunities, economic growth). Human capital Theory is based on certain key propositions:

- (i) Education and training improve productivity.
- (ii) Higher productivity leads to higher wages.
- (iii) Investment in human capital is rational (individuals and societies expecting returns).

The relevance of the theory (HCT) in the context of Kano State LGAs, HCT can be applied to analyze the types of training and development programs offered to employees. These programs are intended to improve employees' skills, knowledge, and competencies, thereby increasing their human capital and overall productivity within the public sector. For instance, training programs focused on enhancing administrative skills or improving service delivery are aligned with the HC accumulation perspective of HCT, as they equip employees with the tools necessary to perform more effectively in their roles.

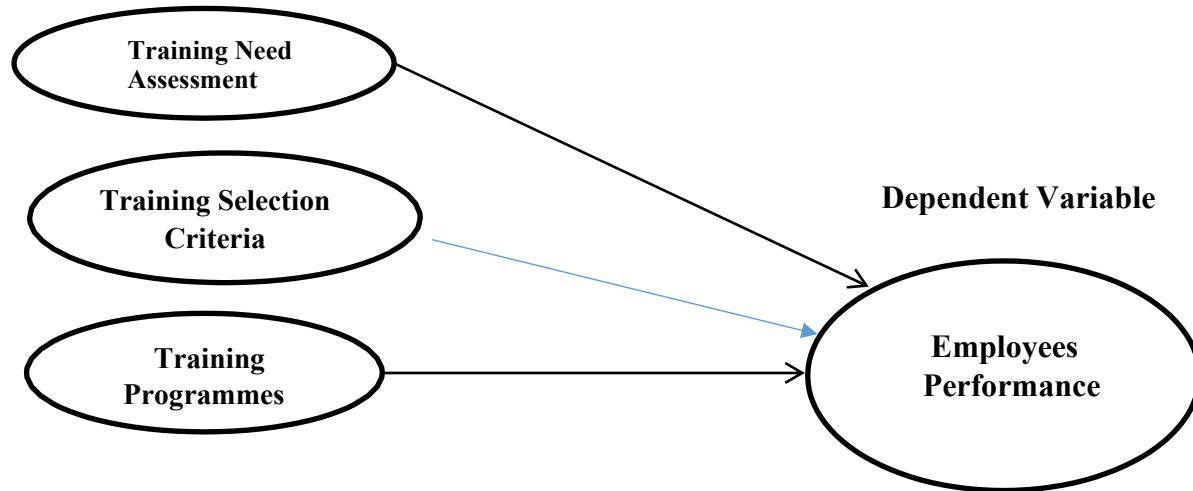
### **Research Framework**

This study seeks to assess the effect of training and development on employee performance at Wudil local government, using three dimensions of training and development – training needs assessment, training selection criteria, and training programmes as the independent variables, while employee performance is the dependent variable.

*Figure 1*

*Conceptual framework of the Effect of Training and Development on Employee Performance.*

### Training and Development (Independent Variables)



### Conceptual Model

## METHODOLOGY

### Research Design

This study adopted survey research design, where quantitative stages of the study was conducted. The population of the study is 547. The sample size is 226 using Krejcie and Morgan table. Simple Random Sampling technique is adopted which means every element of the population has an equal probability of being selected in sample. Under this sampling technique, all the staff were equally selected. The data for the study is collected using primary and secondary sources. However the primary data were collected using a structured questionnaire. The secondary source of data consisted of reviewing related academic journals, textbooks, registry records, relevant theses and dissertations.

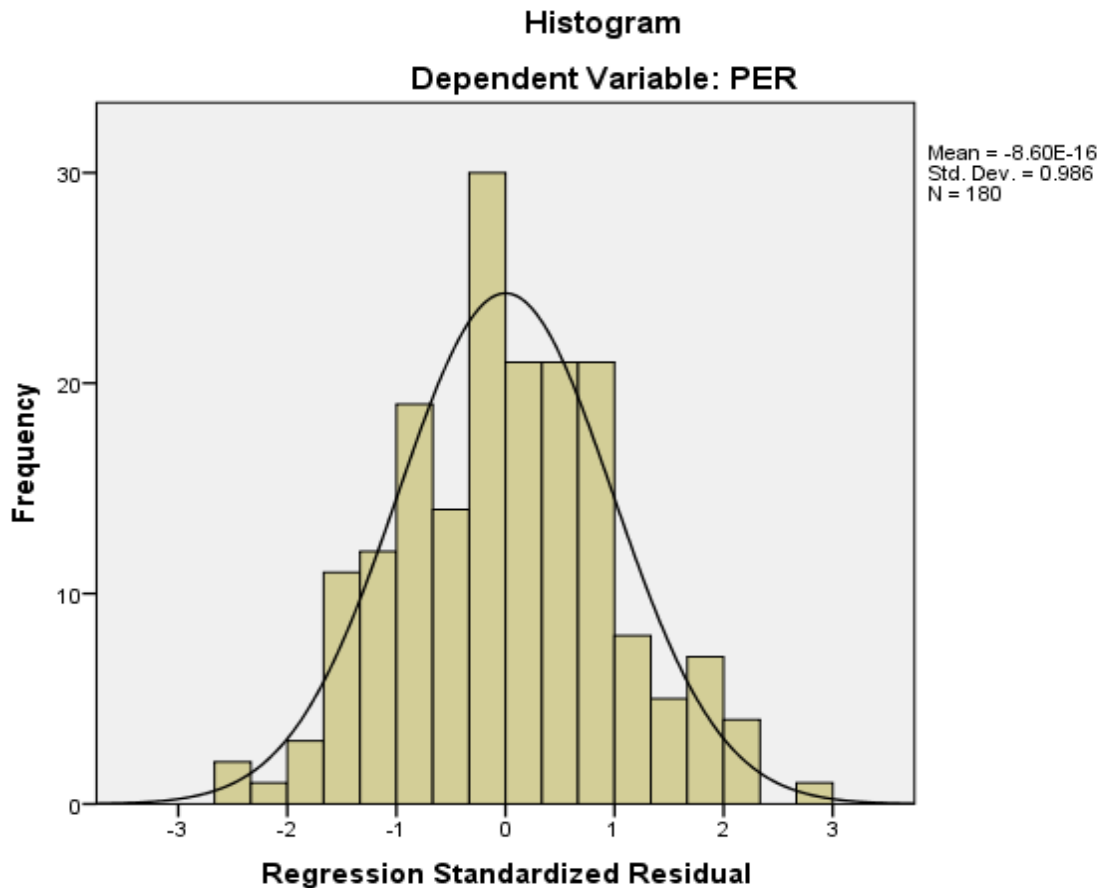
### Method of Data Analysis

Statistical Package for Social Science (SPSS) was employed in running the data and testing the null hypotheses at 5% (0.5) level of significance. Therefore, the decision rules were applied in testing of the hypotheses as P-value less than ( $P < 0.05$ ) signifies that the null hypothesis should be rejected, that is,

we should fail to accept it. And P-value greater than ( $P > 0.05$ ) signifies that the null hypothesis should be accepted, that we shall fail to reject it. Multiple Regression was used to analyze the variables under investigation. The Multiple regression analysis measured the effects of each of the dimension/constructs against the dependent variables and identified the degree of the effect between the Independent variable and the Dependent variable. Similarly, multiple regression analysis consisted of Model Summary and Coefficient tables.

### Data Presentation and Analysis

**Fig.2: Wudil, Normality Test Histogram**



The normality test of this study was concluded using history as presented in the above fig 2. A key assumption in normality test of a set of data using histogram is that, all the bars must move toward the same centre for the data to be said to be normal. Using the above figure therefore, the results of the

normality test of our data revealed that the data is normal as all the bars are moving towards the centre as could be observed in the histogram above.

**Table 1 Wudil Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.384 <sup>a</sup>	.147	.123	.85151	.147	6.005	5	174	.000

- a. Predictors: (Constant), TNA, TSC, TP
- b. Dependent Variable: Employee Performance

**Table 2 Wudil Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.175	.372		3.156	.002		
	Training Needs Asses.	.208	.078	.201	2.656	.009	.859	1.164
	Trn Selection Criteria.	.025	.085	.024	.300	.764	.797	1.255
	Training Programs.	.150	.087	.130	1.727	.024	.871	1.148

- a. Dependent Variable: Employee Performance

**Source: Field Survey (2023), Generated from SPSS, 22 Version**

The table above explains training as the independent variable, while employee performance is the dependent variable under study. The result from the regression equation shows that the F-value of 6.005 is significant at <0.01 level whereby it is less than the alpha value of 0.05 that represents the focused model and it best describes the relation between the independent variable and the dependent variable. The absolute value of the correlation coefficient between training and employee performance is 0.384 indicates the strength of the relationships.

The R squared of 0.147 or 15% is the proportion of variation in the dependent variable employee performance, as explained by the regression model. The values of R squared range from 0 to 1. In this case, the R squared value of 0.147 is moderate, which means that the model fits the data well. The adjusted R squared is known as the coefficient of determination and it shows the variation in the dependent variable due to changes in the independent variable, the adjusted R squared was 0.123 which tells that there was a 12% variation in performance due to changes in training and development (see table 1 above).

#### Hypothesis 1

**H<sub>01</sub>:** Training needs assessment has no significant effect on employee's performance in Wudil local government council in Kano State.

The regression coefficient result is positive as the ( $\beta = 201$ ,  $t = 2.656$ ,  $P \text{ value} = 0.009$ ). This indicates a significant and positive effect of training needs assessment on employee performance in Wudil, LGA, Kano at the significant level of ( $p < 0.05$ ). The coefficient shows how much change in training needs assessment occurs in corresponds to the change in employee performance. Therefore, the null hypothesis was not supported, hence it can be rejected that training needs assessment has no significant and positive effect on employee's performance in Wudil LGA, Kano

#### Hypothesis 2

**H<sub>02</sub>:** Training selection criteria has no significant effect on employee's performance in Wudil local government council in Kano State.

The regression coefficient result is negative as the ( $\beta = .024$ ,  $t = .300$ ,  $P = 0.764$ ). This indicates insignificant effect of training selection criteria on employee performance in Wudil LGA, Kano at the significant level of ( $P < 0.05$ ). The coefficient shows TSC has no influence on employee's performance. Therefore, the null hypothesis was supported, hence it can be accepted that TSC has no significant and positive effect on employee performance at Wudil LGA, Kano.

#### Hypothesis 3

**H<sub>03</sub>:** Training programmes has no significant effect on employee's performance in Wudil local government council in Kano State.

The regression coefficient result is positive as the ( $\beta = 130$ ,  $t = 1.727$ ,  $P < 0.024$ ). This indicates a significant effect of training programmes on employee's performance in Wudil LGA, Kano at the significant level of ( $P < 0.005$ ). The coefficient shows how much change in TP occurs in corresponds to the change in employee performance. Therefore, the null hypothesis was not supported, hence it can be rejected that TP has no significant and positive effect on employee's performance of Wudil LGA, Kano.

The results of regression analysis presented in the model summary show a significant  $R=.384$ , this implies that the multiple correlation coefficients between the predictors and the criterion was 38%, while  $R^2$  of .147 implies that predicting variables (training needs assessment, training selection criteria and training programme) under the study were able to account or explain 14% variance in the dependent variable (employee’s performance) due to increase in training. Whereas, the remaining 86% was not captured by this study

### INFLUENCE OF TRAINING AND DEVELOPMENT ON EMPLOYEES PERFORMANCE AND SERVICE DELIVERY IN WUDIL

Training and development impacted on employees skills, knowledge and consequently improved ability and competency in the provision of services in the area of water, environment, sanitation and hygiene in particular and other areas in general in Wudil local government area. Copious number of trainings were conducted in order to prepare and developed capacity of WASH department employees of Wudil local government in order to achieve the policy objectives of eradicating open defecation across the local government area.

#### Status of Wudil Local Government before and after training activities (2020-2023)

Table 3

STATUS OF SANITATION IN HH BEFORE TRIGGERING POST INTERVENTION HH SANITATION & HYGIENE STATUS													
Council Ward	Com. Name	HH WITH Latrine	HH Without Latrine	TOTAL HH Latrine	No. of Improved HH Latrines	No. of Un-improved HH Latrines	Triggered? (1 or 0)	Date Triggered	No. of Improved HH Latrines	No. of Un-improved HH Latrines	Total No. of HH Latrines	No. Handwashing Facilities Near HH Latrines ( Tippy tap + Others)	Total Number of Tippy Taps installed and being used near HH latrines) in community.
Achika	Bange	195	29	195	7	188	1	19-Aug	9	20	29	29	29

Achika	Buwaki	37	5	37	4	33	1	19-Aug	3	2	5	5	5
Achika	Dabawa	71	3	71	6	65	1	19-Aug	0	3	3	3	3
Achika	Hurumi	240	17	240	11	229	1	19-Aug	7	10	17	17	17
Achika	Ganda Kauye	133	18	133	32	101	1	19-Aug	4	14	18	18	18
Dagumawa	Babura	178	4	178	8	170	1	19-Aug	1	3	4	4	4
Dagumawa	Basama	119	4	119	0	119	1	19-Aug	0	4	4	4	4
Dagumawa	Buremawa Arewa	100	12	100	3	97	1	19-Aug	4	8	12	12	12
Dagumawa	Buremawa B	246	9	246	11	235	1	19-Aug	2	7	9	9	9
Dagumawa	Dabawa	145	8	145	0	145	1	19-Aug	3	5	8	8	8
Dankaza	Bogga	58	8	58	0	58	1	19-Aug	2	6	8	8	8
Dankaza	Gindabe	206	13	206	21	185	1	19-Aug	5	8	13	13	13
Dankaza	Gunsau	114	9	114	0	114	1	19-Aug	4	5	9	9	9
Dankaza	Hausawa	48	4	48	0	48	1	19-Aug	0	4	4	4	4
Dankaza	Kanawa	113	13	113	0	113	1	19-Aug	4	9	13	13	13
Indabo	Faudan	132	11	132	0	132	1	19-Aug	5	6	11	11	11
Indabo	Indabon Kogi	62	1	62	2	60	1	19-Aug	0	1	1	1	1
Indabo	Katai	309	3	309	4	305	1	19-Aug	0	3	3	3	3
Indabo	Kida	31	2	31	0	31	1	19-Aug	0	2	2	2	2
Indabo	Unguwar Gabagadi	148	5	148	0	148	1	19-Aug	2	3	5	5	5
Kausani	Dila	52	4	52	0	52	1	19-Aug	0	4	4	4	4
Kausani	Fadi Sonka	358	24	358	24	334	1	18-Jun	9	15	24	24	24
Kausani	Gachi Kedi	325	16	325	34	291	1	18-Jun	6	10	16	16	16
Kausani	Gachin Tudu	302	8	302	21	281	1	19-Aug	2	6	8	8	8
Kausani	Gangare	452	21	452	34	418	1	19-Aug	7	14	21	21	21
Lajawa	B/Rafawa	118	11	118	0	118	1	19-Aug	3	8	11	11	11
Lajawa	Banbara	195	8	195	0	195	1	19-Aug	3	5	8	8	8
Lajawa	Gigana	131	12	131	0	131	1	19-Aug	4	8	12	12	12
Lajawa	Hurumi	93	15	93	0	93	1	19-Aug	6	9	15	15	15
Lajawa	Hurumi	93	5	93	0	93	1	19-Aug	1	4	5	5	5
Sabon Gari	Sabon Gari Gabas	531	15	531	49	482	1	19-Aug	3	12	15	15	15
Sabon Gari	Sabon Gari Gidan Alhazai	502	19	502	71	431	1	19-Aug	4	15	19	19	19

Sabon Gari	Sabon Garin Bauchiyal	417	11	417	43	374	1	19-Aug	3	8	11	11	11
Sabon Gari	Sabon Garin Darki	186	9	186	0	186	1	19-Aug	2	7	9	9	9
Sabon Gari	Sabon Garin Sakau	772	6	772	76	696	1	19-Aug	2	4	6	6	6
Utai	K/Gabas	610	18	610	9	601	1	19-Aug	5	13	18	18	18
Utai	K/Kudu	410	21	410	0	410	1	19-Aug	6	15	21	21	21
Utai	K/Magaji	149	4	149	6	143	1	19-Aug	0	4	4	4	4
Utai	Karofi	571	15	571	7	564	1	19-Aug	4	11	15	15	15
Utai	M/Madaki	126	3	126	0	126	1	19-Aug	0	3	3	3	3
Wudil	Bauchiyal	341	13	341	98	243	1	19-Aug	2	11	13	13	13
Wudil	Danya Gabas	338	5	338	64	274	1	19-Aug	2	3	5	5	5
Wudil	Danya Yamma	661	14	661	60	601	1	19-Aug	3	11	14	14	14
Wudil	Gaban Komi	421	11	421	101	320	1	19-Aug	4	7	11	11	11
Wudil	Habuja	214	17	214	57	157	1	19-Aug	5	11	17	17	17
DARKI	DAREJI	326	43	326	34	292	1	19-Aug	11	32	43	43	43
DARKI	DOGON MARKE	169	16	169	31	138	1	19-Aug	4	12	16	16	16
DARKI	GANDA KAUYEN DARKI	114	12	114	3	111	1	19-Aug	3	9	12	12	12
DARKI	HURUMI	496	43	496	26	470	1	19-Aug	13	30	43	43	43
DARKI	JIGAWARE HURUMI	270	28	270	6	264	1	19-Aug	9	19	28	28	28

Source: Wudil WESH Department (2025)

## CONCLUSION

This study set out to assess the influence of training and development through three dimensions: training needs assessment, selection criteria, and training programmes, on employee performance in Wudil local government. The findings revealed that two dimension had statistically significant and positive influence on employee's performance that is training needs assessment, and training programmes. The other dimension selection criteria found to have no significant. Thus, the main

conclusion of the study is that training and development have significant effect on employee performance in Wudil local government area in Kano State.

## RECOMMENDATIONS

Based on the findings of this study, it is recommended that Wudil local government prioritize the improvement of training needs assessment and training programmes and as these were found significantly influence employee performance.

Furthermore, the local government should pay much attention on training selection criteria hence this variable is statistically insignificant should be focus in to as it was found insignificant.

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