

**IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE  
AT POWERCUBE COMPANY IN DURBAN SOUTH AFRICA**

**Premilla Padayachee and Paul Muinde Maweu**

SIAS University, 168 People's Road, East, Xinzheng City, Zhengzhou, Henan Province, China 451150.

<http://doi.org/10.35409/IJBMER.2024.3601>

**ABSTRACT**

The study was about the impact of training and development on employee performance at Powercube company in Durban South Africa. The specific objectives were to examine the nature of current training and development on employee performance and to assess the effects of training and development on employee performance at Powercube company. Descriptive research design which involved quantitative research approach was used. The population consisted of 140 employees of Powercube company. The sample size was 104. Stratified sampling and simple random sampling technique adopted to select the sample size. Collection of data was done using survey method. A questionnaire was employed. Data was analyzed using frequency and percentage distribution, and regression analysis. The study found that the nature of the current training and development was effective for employee performance as it allowed for needs analysis, there were clear and defined strategy related to training and development, the training and development was designed based on the requirements of the job. The study found that training and development helped improve employee performance. The study recommended other companies in South Africa to align their training and development as that of Powercube company and continue offering more training in order to enhance employee performance.

**Keywords:** Training and Development, Employee performance, Training Process.

**1. INTRODUCTION**

Employee performance has been an issue over the world as companies try to increase production and stay competitive (Grobler et al.,2022). Performing and underperforming companies as whole look for ways to maintain or increase their employee's performance (Mutambara and Tafera, (2019). One of the ways adopted by organization is training and development. The importance of employee performance in organisation as maintained by Armstrong and Taylor (2014) is premised on the fact that the organisational success is directly affected by the performance of the employees within the organisation. Thus, the properly management of employee performance helps any business to increase profits and consistently meet predetermined goals. Obisi (2020) state that performance of employees is integral to survival of organization especially in this era of competition. A study by Odhiambo, (2022) notes that much of the research that has been developed on performance within the organisational settings has tended to concentrate on developing organisational performance models rather that the employee performance which serves as the foundation of organisational success.

On the same vein, employee performance has been perceived as a variable that is dependent on variables explicit employee knowledge, skills and motivation (Erasmus et al., 2021). Variables such as the nature of training and development and how training affect employee performance

---

especially in a manufacturing company examined by this current study has been ignored and scantily explained. This statement is affirmed by who Noe, (2022) argued that during the industrial revolution, many organisations viewed training and development as a variable that was principally concerned explicit aspects such as skills acquired in education forgetting that training during job scenario may provide key tacit information and skills that may change how an employee works. Due to such school of thought has rendered investigation of the nature of training and the effects training and development on employee performance. Therefore, the literature is flooded with researches on training and development models; and research on training and organizational performance such as those of those of Khan et al., (2021), Jehanzeb & Bashir, (2020) and Erasmus, et al., (2021) rather than examining the nature of training given to employees by organization and the effects to employee performance.

In South Africa managing and developing employee performance remains a key element of ensuring that businesses remain competitive by executing their strategies better and more efficiently. Powercube company is one of the companies among many others offering training and development to its employees. However, the nature of the training and development and the effects of the training and development on employee performance remain scantily explained. Noe (2022) state that organizational performance is a conglomeration of individual job performances. Thus, premised on affirmation by Noe (2022) this study was designed to examine the nature and the impact of training and development offered by powercube company on employee performance.

### **1.2 Problem Statement**

The success of any organization largely depends on the competency of its employees (Heathfield, 2022). Therefore, any attempt to increase the competency of employees is integral to organizational performance and in extension the economic growth of the country. Training and development is one of the attempts used by organizations to increase the competency of their employees. According to Obisi, (2020) training is imparting a specific skill to do a particular job while development deals with general enhancement and growth of individual skill and abilities through conscious and unconscious learning. Over the world, organizations have engaged in training and development of their employees (Niazi, 2022). Like any other country South Africa organization engage in training and development of employees. Powercube company is one South African company that offers training and development of its employees. For instance, in the year 2021 the company had 3 on the job training, 2 out of the job training and 3 seminars and workshops. In the year 2022, the company organized 2 on the job training, 1 out of the job training and 2 seminars. In the year 2024 the company organized for had 3 on the job training, 2 out of the job training and 3 seminars. Also, in the year 2024 training some 2 on the job training have been conducted and other forms training are slated to be done before the year ends. However, many companies like Powercube company offer training and development its nature effects on employee performance is not well understood. Previous studies such as those of Mutambara & Zondi, (2021) and Jehanzeb & Bashir, (2020) focused on effective training and training programs respectively. Therefore, leaving scanty information on the explanation of impact of training and development in organization and particularly the manufacturing industries such as Poercube company. Thus, the purpose of this study was to assess the impact of training and development on the employee's performance at Powercube company in Durban South Africa.

### **1.3 Research Objectives**

The objectives of the study were to:

- To examine the nature of current training and development on employee performance at Powercube company.
- To assess the effects of training and development on employee performance at Powercube company.

## **2.LITERATURE REVIEW**

### **2.1 Theoretical Review**

The study was based on the Nadler's Critical-Events theory for Training and Development. The Nadler's Critical-Events theory for Training and Development was developed by Nadler (1986). The theory observes that the success of training and development programmes depends largely on the plans formulated, as well as their implementation. Training and development plans of organisations are informed by the specific and relevant training and development model. Therefore, according to the theory organisations choose training models that would enable employee performance so as to achieve their organisational goals. The theory advocates for ten stages for effective training and development i.e. Identifying the needs of the organisation, Organisational analysis, Evaluation and feedback, Specific performance, Identifying the employee training needs, Formulating the training objectives, compiling a syllabus, selecting instructional strategies, Acquiring instructional resources and Presentation of Training and Development. The theory was used in the study to gauge whether the training and development by Powercube company inscribed these ten stages for efficiency advocated by the Nadler's Critical-Events theory for Training and Development.

### **2.2 Empirical Review**

The study reviewed empirical literature related to the study in South Africa and found several studies. Khuselwa et al., (2022) did a study on impact of training and development on employee performance and service delivery. This previous study investigated training and development at a local municipality in South Africa unlike the current study that focused on Powercube company which is manufacturing company. Neito, (2019) investigated the impact of training and development on employee performance in the workplace. However, the previous study attempted to find awareness of the level of existing discrepancies on of employee's performance. In this respect the previous study focused on the problem which has led to a lack of appropriate training and development for employees. Mozael, (2015) did a study to evaluate the impact of Training and Development but the study focused on organizational performance. Aghimien et al., (2019) did a study importance of training and development. Thus, these related studies can be poorly relied to explain the nature and effects of training and development in manufacturing companies such as Powercube.

## **3. MATERIALS AND METHODS**

### **3.1 Study area**

The study was conducted at Powercube company in Durban South Africa. The justification of choosing the company was it offered training and development to its employees every year. Other companies offering training and development to employees in South Africa could have been used

---

however, the researcher considered Powercube company due to proximity and convenient to collect data.

### **3.2 Research design**

This study used a descriptive research design in order to determine the effects of training and development on the employee performance (Patrik and Ugo, 2019). Descriptive research design is known to precisely and systematically describe a certain situation. In this regard it answered the questions what is the nature of training and development in Powercube? What are the effects of training and development on employee performance. Therefore, in the current study descriptive research design allowed the researcher show the effects of independent variables (training and development) on dependent variable (employee performance).

### **3.3 Research type**

The study adopted a quantitative research approach. Quantitative research, according to Wario and Khalfan (2015), is a sort of research that collects numerical data and analyzes it using mathematically based approaches to explain a phenomenon. The Quantitative approach was used to determine the relationship of the independent variables and the dependent variable to allow for greater objectivity and accuracy of results. Therefore, the mixed method enabled the research to get the correct picture of the situation as advocated by (Schoonenboom and Burke, 2017).

### **3.4 Research duration**

Due to the nature of the study it did not take long time. The study took three months. The first month was used to evaluate whether companies in South Africa offered training and development to employees. This culminated to the selecting the research area. The second month was used to design the question and to ensure the validity and reliability of the questionnaire. The third month was used to collect data and data analysis and writing this research paper.

### **3.5 Validity and reliability of questionnaire.**

Validity means the correctness of a research work's description, explanation, interpretation, or conclusion. It implies the rationality of research instruments, which is to measure what they are intended to measure (Schoonenboom and Burke, 2017). The questionnaire was given to experts in training and development to make sure that all the questions in the questionnaire were valid. Additionally, 10 samples of questionnaires were distributed for a pilot study. The validity was calculated using a formula by Polit et al. (2006);

CVI =  $\frac{\text{Number of items Regarded Relevant by experts.}}{\text{Total Number of Items in the questionnaire.}}$

= 13/16

= 0.8125  $\approx$  0.8

Thus, the researcher was confident that the instrument adopted was valid since its scores were above 0.5 in a range of 0.1 to 1 from number line as a standard and also the minimum requirement of justifiable validity statistically as opined by Parampreet et al., (2018)

According to Patrik and Ugo (2019) reliability is a measure of how consistent the results from a test are; for instance, when a researcher administers a test to a subject twice and gets the same score on the second administration, then reliability proves the trustworthiness of the findings. In the study, Cronbach alpha was used to measure the reliability of the questionnaire.

Table: 1.1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.940	.953	9

The researcher decided to use the instrument since according to Cronbach's Alpha was 0.940 denoted internal consistency of the scale was very high for instrument as the Cronbach's Alpha value was more than 0.60 as advocated by Polit & Beck, (2006).

### **3.5 Inclusion and exclusion criteria**

#### **3.5.1 Inclusion**

Recruitment of participants considered the information required for the study therefore the study purposely recruited participants who were employees of Powercube company.

#### **3.5.2 Exclusion**

People not working in the Powercube company and people with mental disability.

The study did not include temporary staff, Ground worker, or cleaners. People with disabilities were included provided they are working at Powercube company and as long as they can provide the consent for themselves.

### **3.6 Choice of sample**

The population consisted of 140 employees of Powercube company; General manager (1), Senior Managers (4), Managers (30), Supervisors (20) and general staff (65). Therefore, the target population was 140 individuals. A sample size ( $n$ ) = 104 was calculated using Yamane formula of 1967 as cited by Black, (2016). Stratified sampling was used to get the strata and simple random sampling technique was adopted to select the individuals from the stratum of the population.

### **3.7 Data collection method and instruments**

One method was used to collect data which was survey. The study used questionnaire as the instruments of data collection. A questionnaire is a set of questions designed to achieve a specific purpose (Orodho and Kombo, (2002).). The probing questions in the questionnaire of each objective were presented in a form of vignette and were in the form of a five-point likert scale. The questionnaire was used to collect information from 104 respondents which was facilitated by the questionnaire since questionnaire has the capacity to collect data from a large sample (Orodho and Kombo, (2002). The questionnaire was put in the five-point likert scale to avoid the risk of non-

response or forced response towards the objective of maintaining the quality of this research and because it gives the respondent a chance to remain neutral as outlined by (Black, 2016).

**3.8 Data analysis**

Frequency and percentage distribution, and regression analysis were used to analyze the data. The regression analysis was done to determine the impact of predictor variable (training and development) on the dependent variable (Employee performance. The regression model was:  $Y = \beta_0 + \beta_1X_1 + \epsilon$ . Where:  $Y$  = employee performance.  $\beta_0$  = Constant,  $X_1$  = Training and development and  $\epsilon$  =Error Term.

**4. FINDINGS**

**4.1 Demographic Characteristics of Respondents**

The demographic characteristics computed were gender, age and job position and the results are displayed on Table 1.2.

**Table 1.2: Demographic characteristics**

Variable	Frequency	Percentage
<b>Gender</b>		
Male	82	78.8
Female	22	22.2
<b>Age</b>		
20-29 years	25	24
30-39 years	61	58.6
40-49 years	16	15.4
50-59 years	1	1
Over 60 years	1	1
<b>Position held</b>		
General manager	1	1
Senior Managers	3	2.8
Managers	28	27
Supervisors	20	19.2
General staff	52	50

**Gender**

Findings in Table 1.2 indicates that, majority were males 82 (78.8%) of the respondents while a few 22 (22.2%) were females. The reason to compute gender was ascertain whether both males and females were included to avoid results with gender bias.

**Age**

The researcher sort to know the age groups of the respondents for it has direct implication to the answers since the ideas differ due to the age of the person as advocated by Walliman, (2014). The results show that 20-29 years were equal to 24%, 30-39 years were 61, equal to 58.6, 40-49 years were 16 representing 15.4, 50-59 years was 1 equal to 1% while Over 60 years was 1 equal to 1%. This result demonstrated different ages were included.

**Position held**

The study found that the respondents were distributed in different position in the company. General manager was 1 equivalent to 1%, senior managers were 3, equal to 2.8%, managers were 28 equal to 27%, supervisors were 20 equal to 19.2% and general staff were 52 equal to 50%. This was important to get views from different job cadres.

**4.2 The nature of current training and development at Powercube company**

The study investigated the nature of current training and development at Powercube company. The results were in the sections 4.2.1 to 4.2.3.

**4.2.1 Whether the current training and development at Powercube allows for needs analysis**

The study wanted to know whether the current training and development at Powercube allows for needs analysis. The results are shown in Table 1.3.

Table 1.3: Whether the current training and development at Powercube allows for needs analysis

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	35	33.7
Agree	55	52.9
Neither agree nor disagree	11	10.6
Disagree	2	1.9
Strongly disagree	1	1.0
Total	104	100

The findings in Table 1.3 shows majority of 90 respondents equal to 86.6%. This implied that current training and development at Powercube allows for needs analysis.

**4.2.2 Whether Powercube company have a clear and defined strategy related to training and development.**

It was important to the study to know whether Powercube company have a clear and defined strategy related to training and development. The results were displayed in Table 1.4.

**Table 1.4: Whether Powercube company have a clear and defined strategy related to training and development.**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	41	39.4
Agree	52	50.0
Neutral	9	8.7
Disagree	1	1.0
Strongly disagree	1	1.0
Total	104	100

The findings in Table 1.4 indicated that majority of 93 respondents equal to 89.4% agreed

---

Powercube company have a clear and defined strategy related to training and development. The results implied that Powercube company has training and development strategy.

#### **4.2.3 Whether the training and development program at Powercube company are designed based on the requirements of the job.**

The study computed responses whether training and development program at Powercube company are designed based on the requirements of the job. The results are shown in Table 1.5.

**Table 1.5: Responses on whether the training and development program at Powercube are designed based on the requirements of the job.**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	40	38.5
Agree	51	49.0
Neutral	10	9.6
Disagree	2	1.9
Strongly Disagree	1	1.0
Total	104	100

The findings in Table 1.5 indicate that majority of 91 respondents equal to 87.5% agreed training and development program at Powercube are designed based on the requirements of the job. The results imply that training and development program at Powercube are designed based on the requirements.

#### **4.2.4 whether the current training and development provided by Powercube company content assist in achieving job performance**

Current training and development were investigated to find out whether the content assists in achieving job performance. The findings were displayed in Table 1.6.

**Table 1.6: Responses on whether the current training and development provided by Powercube company content assist in achieving job performance**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	14	13.5
Agree	68	65.4
Neutral	19	18.3
Disagree	2	1.9
Strong disagree	1	1.0
Total	104	100

Results in Table 1.6 shows majority of 82 respondents equal to 78.9% agreed current training and development provided by Powercube company content assist in achieving job performance. The



finding attested that training and development at powercube content assist in achieving job performance.

#### **4.3 Impact of training and development on employee performance at Power cube.**

This was the second objective of the study and looked into the impact of training and development on employee performance at Power cube. The findings are discussed in sections 4.3.1 to 4.3.5.

##### **4.3.1 Table 4.4 Whether training and development at Powercube company has helped improve employee performance.**

The study wanted to understand whether training and development at Powercube company has helped improve employee performance. The results are displayed in Table 1.7.

**Table 1.7: Responses as to whether training and development at Powercube has helped improve employee performance**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	44	42.3
Agree	54	51.9
Neutral	4	3.8
Disagree	1	1.0
Strongly Disagree	1	1.0
Total	104	100

Findings in Table 1.7 shows that 98 responds equal to 94.2% agreed that training and development at Powercube has helped improve employee performance. Thus, the results imply that training and development at Powercube company has helped improve employee performance.

##### **4.3.2 Whether the training and development program at Powercube company is applicable to the job after training and development.**

The study wanted to understand Whether the training and development program at Powercube company is applicable to the job after training and development. The analysis is shown in Table 1.8.

**Table 1.8: Whether the training and development program at Powercube company is applicable to the job after training and development.**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	34	32.7
Agree	50	48.1
Neutral	17	16.3
Disagree	2	1.9
Strongly disagree	1	1.0
Total	100	100

The results in Table 1.8 indicate that 84 respondents equal to 80.8% agreed that training and development program at Powercube company is applicable to the job after training and development.

#### **4.3.3 Whether the training and development content is relevant to achieving employee personal needs, goals and self-development**

In this section the study investigated whether the training and development content is relevant to achieving employee personal needs, goals and self-development. The findings are shown in Table 1.9.

**Table 1.9: Whether the training and development content is relevant to achieving employee personal needs, goals and self-development.**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	28	26.9
Agree	52	50.0
Neutral	20	19.2
Disagree	3	2.9
Strongly Disagree	1	1.0
Total	104	100

Results in Table 1.9 indicated that 80 respondents equal to 76.9% agreed that training and development content is relevant to achieving employee personal needs, goals and self-development. This implied that training and development content was relevant to achieving employee personal needs, goals and self-development.

#### **4.3.4 Whether training and development program motivates work performance**

Analysis of Whether training and development program motivates work performance was done and the results displayed on Table 1.10.

**Table 1.10: Whether training and development program motivates work performance**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	31	29.8
Agree	51	49.0
Neutral	18	17.3
Disagree	3	2.9
Strongly disagree	1	1.0
Total	104	100

The results in Table 1.10 indicate 82 respondents equal to 78.8% agreed training and development program motivates work performance. Thus, the results meant that training and development program motivates work performance.

#### **4.3.5 Whether the current training and development provided by Powercube company has**

**improved employee performance**

The investigated whether the current training and development provided by Powercube company has improved employee performance. The results are shown in Table 1.11.

**Table 1.11: Whether the current training and development provided by Powercube company has improved employee performance**

Response	Frequency	Percent
Strongly agree	25	24.0
Agree	61	58
Neutral	16	15.4
Disagree	1	1.0
Strongly disagree	1	1.0
Total	104	100

The results in Table 1.11 shows that 86 respondents equal to 82% agreed current training and development provided by Powercube company has improved employee performance. This find imply that current training and development provided by Powercube company has improved employee performance.

**4.4 Regression Analysis**

Regression analysis was done to assess the strength of the training and development on the dependent variables. The findings are displayed in Table 1.12.

**Table 1.12: Regression Coefficient**

Model		Unstandardized	Standardized		T	Sig.
		Coefficients	Std. Error	Beta		
1	(Constant)	1.731	.164		.10.553	.001
	Training and Development	.68	.31	.125	2.180	.001

The regression equation was:  $Y = \beta_0 + \beta_1 X_1 + \epsilon$  becomes

$$Y = 1.731 + 0.68X_1$$

Sig values =  $\beta_0$  (0.01),  $\beta_1$  (0.01).

According to table 1.12, the regression equation taking all issues into account (training and development) constant at zero the employee performance was 1.731. The findings indicate if other variables are held constant at zero, a unit rise in the training and development would lead to 0.68 increases in the scores of employee performance. This means that the rise with one unit of training

and development would raise the employee performance by 68%.

#### **4.4 Discussion**

The discussion was arranged according to the objectives of the study. The first objective examined the nature of current training and development on employee performance at Powercube company. Current training and development at Powercube company allowed for needs analysis. The results were similar to findings of Obisi, (2020) who observed that most companies training and development depended on the needs analysis. The study found that at Powercube company training and development had a clear and defined strategy. The findings concurred with the results of Niazi, (2022). Training and development program at Powercube were designed based on the requirements of the job. This finding was supported by Khan, & Khan, (2021). In the same objective, content of the current training and development provided by Powercube company assisted in achieving job performance. The findings were similar to results of Heathfield, (2022). However, this result was different from the findings of Githinji, (2018) who observed that the content of training and development may be relevant but if not put in practice by employees may not assist in achieving job performance.

The second was to assess the effects of training and development on employee performance at Powercube company. The findings showed that training and development at Powercube had helped improve employee performance. The findings were consistent with the results of Falola, et al., (2020). However, the result was different from the result of Elias, (2021) who observed that training and development to improve employee performance depended on the commitment of the employees and the leadership of a particular company. Training and development program at Powercube company was applicable to the job after training and development. The findings were similar to results of Aguinis & Kraiger, (2022). This finding was supported by Amadi, (2023) who said training are normally applicable to jobs on whose trained was aimed at. Training and development content at powercube company was relevant to achieving employee personal needs, goals and self-development. The findings concurred with the results of Adegoke, (2019). The training and development program motivated work performance at powercube company. The finding was consistent with the finding of Jehanzeb & Bashir, (2020). Lastly, current training and development provided by Powercube company improved employee performance. The finding concurred with the finding of D'Netto, et al., (2017) who found that training and development improved employee performance.

#### **5.CONCLUSIONS**

The study concluded that nature of current training and development process at Powercube allows for needs analysis, Powercube company have a clear and defined strategy related to training and development. Powercube company training and development are designed based on the requirements of the job and the training content assist in achieving job performance. The study also concluded that training and development at Powercube company has helped improve employee performance, is applicable to the job, content is relevant to achieving employee personal needs, goals and self-development, motivates work performance and has improved employee performance.

---

## 6. RECOMMENDATIONS

The study recommended that Powercube company to continue offering training and develop as its nature was found to have outcomes as advocated by the Nadler's Critical-Events theory for Training and Development thus beneficial to the organization. Therefore, in this finding the study urges other companies in South Africa to align their training and development as those of Powercube in order to reap full benefits of training. The study also recommended companies in South Africa to continue offering more training similar to those offered by Power cube company in order to enhance employee performance.

## REFERENCES

- Adegoke, B. (2019) Effect of Training on Employee's Productivity in Public Service Organizations. Grin Verlag: Germany
- Aghimien, Lerato & Aigbavboa, Clinton & Thwala, Wellington. (2019). Effects of Training and Development on Employee Performance in a South African Construction Company.
- Aguinis, H. & Kraiger, K. (2023). Benefits of Training and Development for Individuals and Teams, Organization and Society. Annual Review of Psychology, Vol 60, No 30 pp: 451- 474.
- Amadi, E.J. (2023) The Effect of Training and Development on Employee's Performance; at Safaricom Limited Call Center. Master of Business Administration Thesis University of Nairobi.
- Anfara, V. A. Jr. & Mertz, N. T. (2015) Theoretical Frameworks in Qualitative Research. California: Sage Publications.
- Armstrong, M. & Taylor, S. (2014) Armstrong's Handbook of Human Resource Management Practice 13th edition. London; Koganpage.
- Black, T.R. (2016) Understanding Social Science Research. 2nd Edition. London: Sage publications Ltd.
- Dessler, G. (2015) Human Resource Management 11th ed. New York Pearson International Edition.
- D'Netto, B., Shen, J., Chelliah, J., & Monga, M. (2017). Human resource diversity management practices in the Australian manufacturing sector. The International Journal of Human Resource Management, 25(9), 1243-1266.
- Elias, S.M (2021). Employee commitment in times of change: Assessing the importance of attitudes toward organisational change. Journal of Management, Vol 1 No 6 pp112-115
- Erasmus, B.J. van Z Loedolff, P. Mda, T. & Nel, P.S. (2021) Managing Training and Development in South Africa 4th ed. Cape Town: Oxford University Press
- Falola,H.O. Osibanjo, A.O. and Ojo, S.I,(2020) Effectiveness of Training and Development on Employee's Performance and Organizations Competitiveness in the Nigerian Banking Industry, Bulletin of the Transilvania University of Braşov Series V: Economic Sciences • Vol. 7 (56) No. 1 - 2014
- Githinji, A. (2018) Effects of Training on Employee Performance: A Case Study of United Nations Support Office for the African Union in Somalia, MSc Organisational Development, United States International University Nairobi.
- Grobler, P.A., Wörnich, S., Carrel. M.R., Elbert, N.F. & Hatfield, R.D. (2022). Human Resource Management in South Africa. (4th ed.). London: Cengage Learning
- Heathfield, S. M. (2022) Training: your investment on people development and retention. International Journal of Human Resource Management Vol 2 No 4 pp: 1-5

- 
- Jehanzeb,K,& Bashir N, (2020) ,Training and Development Program and its Benefits to Employee and Organization: A Conceptual Study ,European Journal of Business and Management ,Vol.5, No.2.pp:89-90
- Khan G., Khan,F.A and Khan,M.A. (2021) Impact of Training and Development on Organizational Performance. Global Journal of Management and Business Research Volume 11 Issue No (7) pp:1-9
- Khuselwa Nama, Baphiwe Daweti, Melanie Lourens and Tatenda Chikukwa (2022). The impact of training and development on employee performance and service delivery at a local municipality in South Africa
- Mozael, B. M. (2015). Impact of Training and Development Programmes on Employee Performance. International Journal of Scientific and Research Publications, 5, 38-42.
- Mutambara, E and Tafera, O. (2019) Effect of organizational changes on employees' motivation at a Country Club in Kwazulu Natal: from the employees' participation perspectives. (Online) African Journal of Hospitality, Tourism and Leisure Vol. 5 (1) - (2016). Available: googlescholar (accessed 13 July 2018)
- Mutambara, E and Zondi, S.N. (2021) An Investigation into the Impact of Organizational Change Strategy on Employee Morale and Performance at Company. (online) International
- Nassazi,A.(2021) Effects of Training and Development on Employee Performance: Evidence from Uganda, Masters in International Business, University of Applied Sciences
- Neito K., (2019). The impact of training and development on employee performance within the workplace (North-West Province). Orcid.org/0000-0001-5333-342.
- Niazi, A. (2022). Training and Development Strategy and Its Role in Organizational Performance. Journal of Public Administration and Governance, Vol 1 No 2, pp 42 - 57.
- Noe, R. A., (2022) Employee Training and Development .5rd edition Boston: Irwin/McGraw Hill.
- Obisi, C. (2020) Employee Training and Development in Nigerian Organizations: Some observations and agenda for research. Australian Journal of Business and Management Research, 1 (9), 82-91.
- Odhiambo, O. W. (2022). Workforce Diversity and its Effects on Employee Performance: a case of Mbita sub county Homa-Bay County in Kenya (Doctoral dissertation, Moi University).
- Orodho, A., J. and Kombo, D.K. (2002). Research Methods. Nairobi: Kenyatta University, Institute of Open Learning.
- Pandey, P. and Pandey, M.M. (2015) Research Methodology: Tools and Techniques Romania, Bridge center Publications
- Parampreet K., Jill S., Vikas Y. (2018) Descriptive statistics: International journal of academic medicine. Volume: 4, Issue: 1, Page: 60—63.
- Patrik A. and Ugo C. (2019). What is Qualitative in Qualitative Research. Journal of Qualitative Sociology 2019; 42(2): 139–160.
- Polit, D. F., & Beck, C., T. (2006). The content validity index: are you sure you know what's being reported? Critique and recommendations. Research in nursing & health, 29(5), 489-497
- Review of Management and Business Research Vol. 5 Issue.4 Available: google scholar. (Accessed 13 July 2018).
- Schoonenboom J. and Burke R. J. (2017). How to Construct a Mixed Methods Research Design. *Kölner Zeitschrift für Soziologie und Sozialpsychologie, suppl. Supplement; Wiesbaden.* Vol. 69, Iss. 2,

Walliman, N. (2014) Research Methods: The Basics. London: Routledge

Wario and Khalfan (2015), Principles, Methods and Practices of Social Science Research, Sumait University Press, Zanzibar- Tanzania.

Wolfe, H. (2014.) Survivor Syndrome: Key Considerations and Practical Steps. Institute for Employment Studies.