

EMPLOYEE PERFORMANCE DEVELOPMENT THROUGH EFFECTIVE TRAINING

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The foremost object of every organization is to improve its performance however it could actually on no account be feasible without the effective performance of employees. Therefore, the performance administration system came into effect as a administration reform to address and redress considerations, firms had about performance. In banks sector, a extensive range of reforms that concentrate on the performance have also been applied. Performance refers back to the accomplishment of anything or mere working effectiveness. In an institution performance is realized on the stages of group, process and individuals and the interrelationships among these will define the vantage elements of the institution. In contributing to the overall intention of the institution, coaching and development approaches are carried out as this benefits no longer simply the institution but also the participants making up that organization. For the group, training and development leads to give a boost to profitability while cultivating extra positive attitudes towards revenue orientation. For the contributors, training and progress beef up job skills while additionally helps in choosing with the goals of the group. Training and progress is defined as the planned finding out experiences that teach workers perform present and future jobs. At its core is the improvement in the performance of individuals collaborating in training and development events. Finding out is completed by way of coaching and progress for this reason manner to be translated as organizational resource in which the humans gather, infer and utilized. As such, performance contributes to the growth of the organization exceptionally due to the fact that they can implement in blend competences and advantage obtained by means of coaching and progress. Further, coaching and development and how it influences the performance of the workers within the trade surroundings have received a significant concentration from the researchers.

EMPLOYEE TRAINING

Training and progress falls under HRD function which has been argued to be an fundamental perform of HRM (Weil & Woodall 2005). As one of the crucial essential capabilities within HRM, coaching has for long been recognized and for this reason attracted great research awareness with the aid of tutorial writers (see .G. Gordon 1992, Beardwell, Holden & Claydon 2004). This has yielded into a kind of definitions of training. For instance, Gordon (1992, 235) defines training as the deliberate and systematic amendment of behavior via studying movements, routine and programs which influence within the individuals achieving the phases of skills, abilities, talents and abilities to carry out their work with no trouble. It's worth nothing that, as researchers continue with their quest into the educational research area, in addition they proceed their arguments into its significance. Some of these researchers argue that the cognizance of the value of training in up to date years has been heavily influenced by means of the intensification of competition and the relative success of corporations where funding in worker progress is significantly emphasized (Beardwell et al. 2004). Related to the above, Beardwell et al. (2004)

add that technological trends and organizational change have steadily led some employers to the attention that success depends on the knowledge and skills of their staff, for this reason a need for gigantic and continuous investment in coaching and progress.

Employee Training Benefits

The most important reason of coaching is to collect and improve capabilities, abilities and attitudes toward work related tasks. It is one of the main competencies motivators which will result in both brief-time period and lengthy-time period advantages for members and organizations. There are so many advantages related to training. Cole (2001) summarizes these benefits as below: 22 1) high morale – employees who obtain training have improved confidence and motivations; 2) scale down price of construction – coaching eliminates dangers given that expert personnel are competent to make higher and fiscal use of material and apparatus thereby reducing and keeping off waste; 3) lessen turnover – coaching brings a way of protection at the office which in flip reduces labor turnover and absenteeism is evaded; 4) alternate administration – coaching helps to manage alternate by using increasing the understanding and involvement of staff within the exchange method and in addition presents the advantage and abilities wanted to regulate to new occasions; 5) provide realization, greater responsibility and the likelihood of increased pay and promoting; 6) aid to support the provision and excellent of staff.

Employee Training Needs

in step with Wognum (2001, 408), coaching and development needs could arise at three organizational phases specifically; (1) strategic degree the place wants are decided by way of high management at the same time considering the fact that businesses ambitions, mission, technique and issues, which must be resolved or constant (2) tactical degree where wants are determined with core management while when you consider that traits needs to the coordination and cooperation between organization models and (three) operational level where wants are decided with shrink executive management and other staff at the same time on account that issues concerning operations such as performance issues of man or woman employees and departments in field. In an effort to permit an institution formulate human resource coaching and progress goals a good way to enable both formal and informal human resource training and progress ways and programmes create a body of workers that permits effectiveness and competitiveness, it is worth giving consideration to, delivering appropriate coordination as good as correct incorporation of the wishes within the three phases the first hassle is to identify the desires critical to the corporations ambitions. In step with Wognum (2001) and Torrington et al. (2005), there are

three categories of identifying coaching and development desires. These incorporate: resolving issues, this makes a specialty of employees' performance, bettering certain working practices, this makes a specialty of improvement whatever the performance issues and changing or renewing the institution trouble, which can come up considering that of improvements or alterations in method. The above are summarized in desk 1 beneath. It is worth hanging in mind that throughout the identification of training needs, there is must create, enhance, maintain and toughen any systems crucial in contributing to the supply of individuals with required knowledge. Additionally, coaching programmes should be designed to carter for the unique wants. Extra nonetheless, the training programme, content material and the trainees' chosen depend on the objectives of the educational programme (Milkovic & Bordereau 2003). A number of systems had been highlighted in earlier literature for deciding upon wants (Edmond & midday 2001; Torrington et al. 2005). These are the situation-centered (performance hole) and profile assessment (alterations and abilities) tactics. In a similar fashion, a number of approaches for analyzing coaching needs depending on either new or present staff were pointed out by using prior stories (see e.G. Torrington et al. 2005, 390 – 392). The two most ordinary tactics being the difficulty founded technique and the profile assessment procedure. The quandary centered method focuses on any performance difficulties and the manufacturer analyses if the problems are due to insufficient potential, which then have got to be developed if the trouble is to be solved. Profile comparison strategy then again makes a specialty of matching the talents with the job filled, whether or not new function or present position. Some alterations in technique and science may additionally deliver the necessity for brand new or extra knowledge.

The Training and Development needs Types

NEED'S CATEGORIES, LEVEL AND APPROACHES	RESEARCHERS	ITEMS		
	Wognum et al. 1999 (Categories)	Resolve Problems (Workers Performance)	Improve Practices	Change or renew (Company situation)
	Wognum 2001 (Levels)	<ul style="list-style-type: none"> • Strategic Level (Top Management) • Tactical Level (Middle Management) 	Operational Level (Lower Executive Management and other Employees)	
	Torrington et al. 2005 (Approaches)	Problem Centered (performance)	Profile Comparison (Change & Skills)	

EMPLOYEE TRAINING AND DEVELOPMENT METHODS

Nadler (1984:1.Sixteen) noted that all the human useful resource development routine are meant to either improve performance on the present job of the character, train new abilities for brand spanking new job or new role in the future and general progress for both individuals and group so that you can be equipped to satisfy institution's current and future ambitions. There are greatly two unique approaches that businesses may just pick from for training and developing

competencies of its employees. These are on-the-job coaching given to organizational staff at the same time conducting their common work on the equal working venues and off-the-job training includes taking workers far from their natural work environments and hence all concentration is not noted to the training. Examples of the on-the-job training incorporate but aren't restricted to job rotations and transfers, teaching and/or mentoring. However, off-the-job training examples incorporate conferences, role enjoying, and plenty of more as defined beneath in element. Armstrong (1995) argues that on-the-job coaching could encompass instructing or teaching by more experienced persons or trainers on the desk or on the bench. Special corporations are stimulated to tackle different coaching methods for a quantity of explanations for instance; (1) depending on the organization's approach, objectives and assets available, (2) relying on the needs identified on the time, and (2) the target staff to be educated which may include amongst others man or woman staff, companies, teams, department or the complete institution.

Job Rotation and Transfers

Job rotation and transfers (McCourt & Eldridge 2003, 356) as a way of setting up worker knowledge inside institution entails actions of workers from one legit responsibility to yet another for instance taking on better rank role inside the organization, and one department of the organization to a different. For transfers for instance, it could involve action of staff from one country to one more. These rotations and transfers facilitate employees acquire competencies of the different operations within the institution together with the variations current in distinctive nations the place the institution operates. The capabilities got through the selected workers for this process is worthy to the organization as it should broaden the aggressive expertise of the organization.

Training and/or mentoring

This involves having the extra experienced employees train the less skilled workers (Devanna, Fombrun & Tichy 1984; McCourt & Eldridge 2003, 256; Torrington et al. 2005, 394 - 395). It's argued that mentoring presents a vast range of advantages for progress of the accountability and relationship building (Torrington et al. 2005, 394 – 395). The follow is more commonly applied to newly recruited graduates within the organization by being connected to mentor who probably their immediate managers or one more senior manager. This however does now not imply that older workers are excluded from this training and progress approach however it is mostly emphasized for the newly employed humans within the institution.

Presentation

This is yet one more coaching and development system. This includes getting new staff familiarized and educated on the new job within an institution. In the course of this procedure, they are uncovered to distinctive undertakings for illustration the character of their new work, methods to tackle their recognized tasks and responsibilities and what's as a rule expected of the staff through the organization. They are additional given a common overview of the organizational working atmosphere including for instance working methods, technological know-how, and place of job design, briefed concerning the existing organizational culture, wellbeing and protection disorders, working conditions, procedures and systems.

Conferences

A as a training and development procedure includes shows by means of multiple man or woman to large viewers. It's more fee robust as a bunch of workers are knowledgeable on a special matter all at the same time in enormous audiences. This system is however disadvantageous in view that it isn't effortless to make sure that all person trainees recognize the topic at hand as a whole; not all trainees comply with on the same % during the training periods; focal point may go to specified trainees who may seem to recognize faster than others and as a result main tot below coaching different individuals.

Role Playing

Entails training and progress systems that try and seize and convey forth selection making circumstances to the worker being expert. In different words, the procedure permits employees to behave out work eventualities. It includes the presentation of problems and solutions for illustration in an organization environment for dialogue. Trainees are offered with some expertise related to the outline of the roles, considerations, targets, obligations, emotions, and many extra. Following is provision of a normal description of the crisis and the hindrance they face. The trainees are there after required to act out their roles. This procedure is extra powerful when applied underneath stress-free or on the other hand minimal-stress environments to be able to facilitate easier studying. It is a very robust training system for a large ranges of workers for example these in income or patron service discipline, management and support workers. Three.Four.6 Formal coaching guides and progress programmes these are a number of methods which could also be used to increase the advantage required inside an institution. These path and programmes are usually a set of outlined and identified programmes the place the contents, durations and all the important points about the coaching are clear to each the institution and the

personnel to be expert. In contrast to informal trainings and programmes, formal coaching and programmes can be planned prior and also plan for their evaluation. Workers may undertake these courses and programmes while thoroughly off work for a exact duration of time or however be gift for work on a part-time basis. These programmes can also be held inside the group (in-condo) or off the job. Off the job is argued to be more mighty seeing that workers are far from work location and their concentration is completely at training. Depending on the competencies needed, organization's constitution and policies, the trainers too is also coming inside the enterprise or external the organization.

EMPOLYEE PERFORMANCE

Worker performance is typically looked at in phrases of effects. Nevertheless, it will also be looked at in phrases of conduct (Armstrong 2000). Kenney et al. (1992) recounted that worker's performance is measured against the performance standards set by way of the institution. There are a quantity of measures that may be taken into consideration when measuring performance for instance utilizing of productiveness, performance, effectiveness, first-class and profitability measures (Ahuja 1992) as in short explained hereafter. Profitability is the capability to earn profits always over a interval of time. It is expressed as the ratio of gross profit to income or return on capital employed (wood & Stangster 2002). Effectively and effectiveness - performance is the potential to supply the favored results by means of making use of as minimal assets as viable while effectiveness is the ability of employees to satisfy the desired ambitions or goal (Stoner 1996). Productivity is expressed as a ratio of output to that of input (Stoner, Freeman and Gilbert Jr 1995). It is a measure of how the individual, institution and enterprise converts input resources into goods and offerings. The measure of how a lot output is produced per unit of assets employed (Lipsey 1989). Great is the characteristic of products or services that endure an potential to meet the stated or implied wishes (Kotler & Armstrong 2002). It's more and more achieving better products and offerings at a progressively more competitive fee (Stoner 1996). As famous by means of Draft (1988), it's the accountability of the enterprise managers to ensure that the organizations strive to and for that reason gain high performance phases. This consequently implies that managers ought to set the desired levels of performance for any periods in query. This they can do by for illustration environment ambitions and requirements against which man or woman performance will also be measured. Firms make sure that their staff are contributing to producing excessive great products and/or services by means of the process of worker performance management. This administration approach encourages employees to get concerned in planning for the organization, and consequently participates by means of having a position in

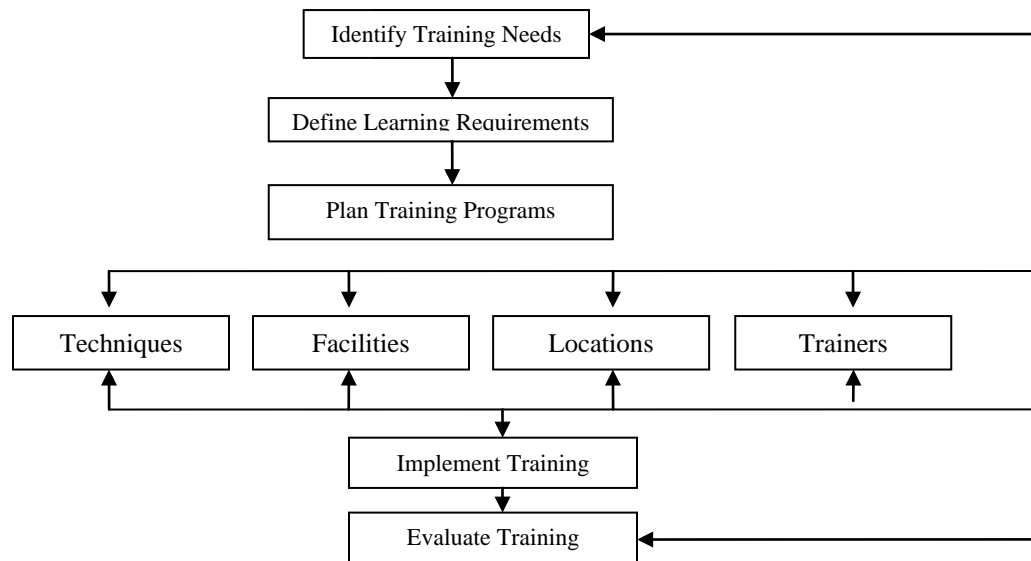
the whole process therefore growing motivation for high performance stages. It's essential to note that performance management includes activities that ensure that organizational targets are being constantly met in a mighty and effective method. Performance management can focal point on performance of the staff, a division, and tactics to build a product or service, and so forth. Previous research on productiveness of workers has showed that workers who are satisfied with their job could have better job performance, and hence supreme job retention, than those people who are no longer completely satisfied with their jobs (Landy 1985). Additional still, Kinicki & Kreitner (2007) file that employee performance is bigger in happy and satisfied staff and the administration in finding it handy to inspire high performers to acquire firm objectives.

Effect of Training on Employee Performance

In the true world, organizational development and development is affected by a quantity of factors. In light with the present study for the period of the progress of corporations, worker coaching plays a crucial function in improving performance as good as growing productiveness. This in turn results in putting organizations in the better positions to face competitors and keep at the prime. This thus implies an existence of a giant difference between the companies that teach their staff and organizations that don't. Current literature presents proof of an existence of apparent effects of coaching and progress on employee performance. Some reports have proceeded by using watching at performance in terms of employee performance in distinctive (Purcell, Kinnie & Hutchinson 2003; Harrison 2000) at the same time others have expanded to a basic outlook of organizational performance (visitor 1997; Swart et al. 2005). In one way or a further, the two are related within the feel that worker performance is a operate of organizational performance in view that worker performance influences general organizational performance. Relating to the above, Wright & Geroy (2001) observe that worker talents trade by way of robust coaching applications. It consequently no longer handiest improves the total performance of the staff to readily perform their current jobs but additionally enhances the talents, expertise an attitude of the workers imperative for the long run job, for this reason contributing to superior organizational performance. The department of prior study on training and employee performance has found out intriguing findings concerning this relationship. Training has been proved to generate performance growth related advantages for the employee as well as for the institution via positively influencing worker performance by way of the development of worker capabilities, knowledge, capacity, potential and conduct (Appiah 2010; Harrison 2000; visitor 1997). Furthermore, different stories for illustration one by means of Swart et al. (2005) complicated on training as a means of dealing 30 with talent deficits and performance gaps as a technique of

improving employee performance. In line with Swart et al., (2005), bridging the performance hole refers to implementing a primary coaching intervention for the sake of constructing targeted knowledge and potential of the workers and enhancing employee performance. He additionally elaborates the concept via stating that coaching facilitates organization to appreciate that its employees aren't performing well and thus their capabilities, advantages and attitudes want to be molded in line with the firm's wants. It's always so that employees possess a detailed quantity of skills regarding different jobs. However, it's principal to note that this isn't ample and employees must regularly adapt to new specifications of job performance. In different words, firms need to have steady policies of training and holding of employees and hence to not stay up for occurrences of talent and performance gaps. Consistent with Wright & Geroy (2001), employee talents change by way of powerful training packages. It not best improves the overall performance of the workers to without difficulty participate in the present job but in addition enhance the abilities, capabilities and attitude of the employees vital for the future job, consequently contributing to superior organizational performance. By means of coaching the employee abilities are developed and allow them to implement the job associated work efficaciously, and obtain corporation ambitions in a aggressive manner. Additionally still, dissatisfaction complaints, absenteeism and turnover can be greatly decreased when staff is so good educated that may expertise the direct pride related to the feel of accomplishment and competencies that they are establishing their inherent capabilities (Pigors & Myers 1989). Most of the advantages derived from coaching are effectively attained when training is deliberate. Because of this the organization, trainers and trainees are ready for the learning good in advance. In step with Kenney & Reid (1986) planned training is the deliberate intervention aimed at attaining the educational indispensable for accelerated job performance. Planned training in line with Kenney and Reid includes the following steps identify and outline training needs outline the learning required in phrases of what expertise and skills have got to be learnt and what attitudes have got to be changed. Outline the objectives of the educational Plan coaching programs to satisfy the desires and targets with the aid of making use of correct blend for training systems and areas. Make a decision who provides the learning overview training. Amend and prolong coaching as quintessential. Figure showing below, the method of deliberate training (supply: Armstrong Michael (1995). Establish coaching wishes outline finding out specifications Plan training Programmes evaluate training approaches facilities areas Trainers put into effect coaching.

The Process of Planned Training



(Source: Armstrong Michael (1995))

Factors Affecting Employee Performance Management – Subordinate Relationship

As businesses attempt for flexibility, pace and steady innovation, planning with the humans and no longer for the individuals ensures a confident relationship to performance growth. When staff are given freedom to participate in organizational choice making for example, there may be high probabilities of having mutual belief between management and employees. Mutual trust and cooperation help to break the obstacles between the 2 events. The workers are not going to inn to strikes and work stoppages with out exhausting all of the available channels of resolving the dispute. Workers will likely be prompted because administration considers them as partners in contributing to organizational success alternatively of being obvious as mere subordinates and thus will prevent enticing into counterproductive behaviors consequently expanded performance via timely success of organizational ambitions and pursuits (Carrel, Kuzmits & Elbert 1989). Additionally, (Ichnniowski 1997) argues that innovative human resource administration practices give a boost to performance like use of techniques related to enhance employee participation and suppleness within the design of labor and decentralization of managerial duties and tasks.

Working Conditions

Although working stipulations do not have a direct have an impact on production or output, they certainly have an oblique performance for example if the handbook or intellectual work concerned in distinct jobs in a factory is tiresome, it is going to influence into endangering now not best the organization property but additionally outcomes into accidents which may extra

contain such incidents like loss of existence. This might have adversarial results on the morale of the complete work force. As a result organizations must establish working stipulations that don't influence the work drive negatively with the aid of delivering amongst different matters noise free environments, sufficient lighting fixtures methods, enough temperatures (Hogber 2005). Firms can avert accidents and maintain just right protection files by means of development of a positive protection culture to make certain excellent working situation as a consequence performance development (Newstrom 2002).

Reward System

The total aim of reward methods is to attract and continue first-class human resources. When the pay stipulations are perceived by means of the worker as equitable and in relation to their performance improvement. Organizations can use non-financial rewards like transport fee, incentive schemes to develop performance (Armstrong 2006). Moreover, corporations will have to adopt reward techniques which can be just like the industry wherein businesses can develop performance centered pay programs with a purpose to reward workers in keeping with the set performance requirements and profitability pursuits. For that reason for performance to give a boost to, firms have to create and hold a sense of fairness and consistence of their pay structures (Davar 2006). Employees assume that the employers will purchase their labor at a certain fee.

Wellbeing Unionization

In creating a healthy work local weather, each administration and workers unions will have to have a united hand and in the good-being of the organizational staff. Unionizations make stronger the economic members of the family in circumstances the place the management allows free participation of staff in alternate unions. Management and alternate unions will negotiate through collective bargaining methods the stipulations of employees employment. Nilsen (2002) argued that industrial peace is an awfully important facet for performance and progress of businesses. If the group is tormented by industrial disputes and strikes, performance is sure to scale back. In other phrases, for overall productivity to give a boost to wellness unionization will have to be viewed and industrial disputes avoided by way of negotiations, conciliation instead than war of words (Daft 1997).

Team Work

That is when two or extra people engage and coordinate to achieve a specific goal and objective. When organizational members work together in groups, coordination of organizational objectives

and ambitions turns into simpler. This will lead to the groups sharing performance targets and as a result in making improvements to the morale of the employees if you want to later lead to enhancements in productiveness. Workforce works encourages open conversation between workers and have compliment talents which permit them to achieve more in a detailed interval of time as in comparison with when the man or woman is working by me for this reason growing synergy (Daft 1997). Moreover, Stoner (1996) argues that workers in teams typically unleash big vigor and creativity reduces boredom.

CONCLUSION

An powerful training program can not be analyzed and studied as phenomenon unto itself. As with any systematic process, an powerful training application is pushed by using a number of factors, together with training commitment of employees which reflects to dedication of companies in making ready training; comprehensive needs evaluation in resolving organizational problems; using right coaching contents and supply procedures; and training evaluation exceeded out at the end of training packages, which affect the switch of abilities from training environment to work atmosphere (Lerman, et. Al., 1999; Wagonhurst, 2002). The article suggests that there is a connection between training dimensions with worker's performance, which deserves an extra in – depth.

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