

IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE: A STUDY OF MYANMAR INTERNET SERVICE PROVIDER INDUSTRY

Naw Phyu Zar Thwin¹
Yan Naing Soe
Amiya Bhaumik
Midhunchakkarayarthi

Received 10.03.2022.
Accepted 01.07.2022.
UDC – 005.963

Keywords:

Training and Development; Employee Performance; Skill; Training need assessment; Training Method; Employee Satisfaction

ABSTRACT

In the fiercely, overcrowded competitive business environment, the most valuable assets for the organization to adapt and survive are well-trained and developed employees who have skill, knowledge, and a positive attitude. Talent Training and development is vital to achieving a long-term competitive advantage and organizations are trying to improve employee performance by investing in employee training and development. This study aims to analyze the impact of training and development on employee performance in the Myanmar internet service provider industry. A descriptive research method was used, and a sample size of 250 employees was taken for the study representing 25% of the entire population. Disproportionate stratified random sampling is used to divide and examine the groups within the population. A structured questionnaire was delivered to employees of Stream Best Net ISP Co., Ltd. and Global Welink ISP Co., Ltd. to collect the data. Quantitative and qualitative research approaches are used to gather the primary data and to design the questionnaire. For data analysis, SPSS version 25 was used. Percentages, means, frequency, and standard deviations were computed. Pearson correlation coefficient (r) was used to define the relationship between independent and independent variables. The result showed that there is a positive correlation between training and development and employee performance.



© 2022 Published by Faculty of Engineering

1. INTRODUCTION

Training is one of the consideration issues on changing standards of performance in the organization due to the

delivery of changing services and products as per customers' desire. Training provides required techniques and skills to an employee and on the other hand assists them in improving interpersonal communication,

¹ Corresponding author: Naw Phyu Zar Thwin
Email: phyuzarthwin@gmail.com

technological knowledge, problem-solving, basic literacy, and the like for future organization requirements (Otoo, 2018). (Trilok & Jain, 2019) claimed that training and development support employees' behavior and efforts in a way to achieve long-term business objectives. (Abba, 2018) explained that companies give support to employees to more responsibility for individual development through training and development for mutual benefit. The result also comes with more productivity, commitments, and saving for the organization. (Gan & Yusof, 2019) found that training is one of the indirect retain talented employees. In 2014 Government of the public of the union of Myanmar introduced competition in the telecom market to attract foreign investment. Ooredoo, Telenor, and Mytel become telecommunications operators, and KDDI Corporation and Sumitomo Corporation have reached an agreement with Myanmar Posts and Telecommunications to become KDDI Summit Global Myanmar Co., Ltd. (KSGM). Internet service provider, Elite Tech Manufacturing Co., Ltd, and Vietnam Posts and Telecommunications together become Stream Net co., ltd in Myanmar. Myanmar GT Broadband Co., Ltd was founded in 2016, and Myanmar Broadband Telecom Co., Ltd was founded in 2013. Competition in quality, price, benefits and after-sales service of Internet services is highly intense and fierce. With a strong financial investment background, all firms are aggressively developing service coverage, customer support facilities, and value-added service in Myanmar. Maintaining stable operation and improving better quality become key success factors and to attain those factors employee performance becomes critical in every Internet service business. All Internet service provider companies are focusing on improving their training and development platforms to improve the performance of employees working all around the country. The advantages of arranging the training and development for an organization is one of the ways to winning the hearty minds of employees (Armstrong, 2009).

The Internet service market was previously under the monopoly of state-owned operators. When the government opened the market and attracted foreign investment firms, many skilled employees in technical, customer service, marketing, and salesfields were very required for Internet service provider firms. The Internet industry is always innovating and developing its product and service so that regular training and development programs are required to improve upgraded service, downtime response, service uptime, value-added service, and customer satisfaction, and also required to reduce customer churn rate. The majority of information to get and deliver within the COVID-19 pandemic is dependent on Internet access. This new reality has become even more obvious throughout the COVID-19 pandemic that business and government can't operate without the Internet. Improving communication and Internet service quality will lead to greater business development and also open doors to new opportunities. The performance of

Internet service employees is more and more vital to the prosperity of the country. Organizations know that training and development allow them to compete, innovate, produce, serve, and achieve goals (Tiernan, 2010). A large number of studies have found that training and development mainly contributed to organizational development, and it also affected individual employee performance (Trilok & Jain, 2019). Cheng and Ho (2001) have indicated adequate training produces marked improvements in employee communication and proficiency of performances as well as extending retention time.

2. OBJECTIVES OF THE STUDY

Effective job training programs improve the ability of employees' performance like problem-solving, providing them confidence and commitment to concern job ability (Singh, 2019). On the other hand, should force on giving proper trains to employees is better instead of wasting the cost of giving training. Therefore, Training and career development are some of the major consideration factors for employee retention (Otoo, 2018). The objective of this study is mainly attention on the influence of training and development getting through employee performance. The researcher has chosen the descriptive approach, and the research is conducted in the Myanmar Internet Service Provider industry. The objectives of the study are:

1. To assess the effect of training and development on employee performance in the Myanmar Internet service provider industry.
2. To investigate the influence of the Training Need Assessment and Training Method on employee performance in the Myanmar Internet service provider industry.
3. To assess the need for employee training in the Myanmar Internet service provider industry.
4. To determine the influence of Training Content and Training Material on employee performance.

3. RESEARCH QUESTION

1. What is the effect of training and development on employee performance in the Myanmar Internet service provider industry?
2. How do the Training Need Assessment and Training Method influence employee performance in the Myanmar Internet service provider industry?
3. What is the level of need for employee training in the Myanmar Internet service provider industry?
4. Does Training Content and Training Material have a significant effect on employee performance?

4. REVIEW OF LITERATURE

4.1 Training and Development

Training and development are defined as a process of systematically developing work-related knowledge and expertise in people to improve performance (Swanson & Holton, 2008). Training and development are some of the main factors for creating the ongoing process for the organization. The fundamental way of training organizes and adjusts for an employee to becoming in improving, developing, and experiencing strategic thinking for the organization (Armstrong, 2001). Akbar (2015) proposed that employee performance and development is the major consideration for every business mainly depending on the training and development which is accomplished through proper planning to get the benefit for the organization and the employees. To improve staff communication skills; knowledge enhances the organization's aspirations by meeting the needs of the organization by enhancing problem-solving skills and basic literacy skills (Otoo, 2018). The role of training and development taking closer the distance between current expertise and future expecting are mostly taking part in the action for the organization and which is under the human resource management of HRD functional activities (Weil & Woodall 2005).

4.2 Training Need Assessment

The ongoing process of gathering data regulation is the necessity of training that could develop for helping the organization to reach the objectives of the organization (Brown, 2002). The conducting of systematic training need assessment is the first initial part of designation to the training program to adaptable to influence the total effective training programs (Goldstein & Ford, 2002), which is the link with performance of employees' achievement (Wagonhurst, 2002).

4.3 Training Method

Training can be conducted using different approaches or a combination of approaches and may include on-the-job or off-the-job methods (Olaniyan & Ojo, 2008). There is a vast array of training and development methods, and selecting the most suitable method will depend on the need (what the organization wants employees to learn) and the circumstance that led to training and development (Thorne & Mackey, 2001). The training methods can generally be categorized as either on the job or off the job. On-the-job training (OJT) is having a person learn the job by actually doing it (Sims, 2006). Off-the-job training is a process of acquiring skills and knowledge at a location different from the employee office. It includes group discussion, individual tutorials, lectures, reading, training courses, and workshops (Kempton, 1995).

4.4 Training Content

Training preparation includes the information of the purpose of teaching which includes the required knowledge and skill for the learner and some supporting things are including notes, PowerPoint, case study, practical exercise, and mode of transforming. According to Gauld and Miller (2004), training content should involve theoretical and practical aspects, as well as the transfer of new knowledge and skills. The important of training content promotes design creativity then it is enhancing product creativity (Burroughs, Darren, Dahl, Moreau, Chattopadhyay & Gorn, 2011). According to Giangreco et al. (2009), trainees measure the usefulness of training based on its balance of theoretical and practical content. Similarly, when trainees perceive an imbalance between theoretical and practical training issues, their satisfaction will generally be below.

4.5 Training Material

Arranging the correct training using correct material tools is also effective for the visual clear understanding. Employee training is also one of the significant tools for enhancing organizational performance and meantime it assists for promotion in the stability guidance to the organization for branding the economical way of extra efforts to achieve the objectives for the organization through employee training (Samwel, 2018). According to Gauld and Miller (2004), training content should involve theoretical and practical aspects, as well as the transfer of new knowledge and skills. Training content is described as training materials, such as manuals, handouts, notes, etc. (Carliner, 2003).

4.6 Employee Performance

Employee performance refers to the accomplishment of a task or mere working effectiveness of employees (Thomas, 2014). Employee performance is normally looked at in terms of outcomes. However, it is also can see in the performance (Armstrong, 2000). Regarding (Vroom 1964), employee performance depends on personal circumstances like personality, skills, knowledge, experience, and abilities. Individual action defining that people are doing things after they have to take activities, and then reaching the goals for the organization (Campbell & Wiernik, 2015; Peeraullee et al. 2020). Good economic performance and productivity growth are importing in steadying the economy like higher wages due to improving living standards; increasing availability of commodities (Griffin et al., 1981). According to (Hunter and Hunter 1984), employee performance can deliver higher performance results in higher productivity is the key of a high-level itself.

4.7 Relationship between training and development and employee Performance

The study, (Sharma & Taneja, 2018), mentioned that good training leads to enhancing learning culture for raising employee performance and additional improvement in motivation level. Training provides required techniques and skills to an employee and on the other hand assists them in improving interpersonal communication, technological knowledge, problem-solving, basic literacy, and the like for future organization requirements (Otoo, 2018). Training programs are meant to either improve the performance of the present job of the individual, train new skills for either a new job or new position in the future, or the general growth for both the employee and organization (Bunch, 2007). It is also believed that to achieve the organizational goals employee performance is important that depends on a variety of factors but training receives high importance as it improves the skills, capabilities, confidence, and competencies (Naveed et al., 2014). (Champathes, 2006) viewed that and investing in training and development to employees then assign in various district assemblies can help as a compound to improve the performance of district in terms of development. According to Mathis & Jackson (1997), training is a planned and systematic effort to modify or develop knowledge, skill, attitude through learning and experience, to achieve effective performance in an activity or range of activities. Its purpose, in the work situation, is to enable an individual to acquire abilities so that he or she can adequately perform a given task or job and realize their potential.

4.8 Conceptual Framework

The conceptual framework was developed from a review of the literature on employee performance. The factors found in the literature reviews were organized into two broad categories. These are the following:

- (a) Training and development elements that impact employee performance such as training need assessment, training method, training content, and training material.
 - (b) Demographic characteristics of employees such as gender, age, education level, job title, and marital status.
- The relationship between training and development elements and employee job performance is the theoretical framework in the study. A diagram of the conceptual framework is indicated in the following figure (1).

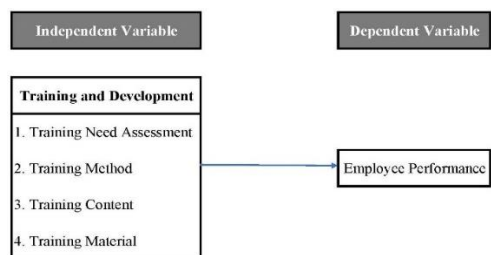


Figure 1. The relationship between the independent variable and the dependent variable

5. Research Methodology

A descriptive research design was employed in the study to examine relationships and fulfill the study objectives. Quantitative and qualitative research approaches were used to gather the primary data and to design the research questions. Gay and Airasian (2003) stated that "Researchers creatively combine the elements of methods in any way that makes the best sense for the study they want to do. Their limits are their imagination and the necessity of presenting their findings convincingly."

5.1 Target Population and Sampling

Because there are large numbers of Internet service provider companies in Myanmar, the population was restricted to employees of two Internet service provider companies. These companies are Stream Best Net Co., Ltd. and Global Welink Co., Ltd. The target population consists of 170 permanent employees of Stream Best Net Co., and 150 employees of Global Welink Co., Ltd. The population comprises staff or engineer level, first-line management level, middle management level, and top management level. A sample of 250 employees (125 employees from Stream Best Net and 125 employees from Global Welink) was selected to collect the primary data using a survey questionnaire. Secondary data was collected from existing sources such as company records, research publications, government reports, reviews, essays, and evaluation reports. The sample size was determined using the simplified international research sample size determination formula (Yamane, 1967).

$$n = \frac{N}{1 + N(e)^2}$$

In the formula, n is the sample size, N is the total target population of employees (N= 420) and e is the level of precision or sampling error 5% at 95% confidence interval (±1.96).

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{420}{1 + 420(0.05)^2}$$

$$n = 204.9$$

To make the data more representative, nearly 75% of the total population were taken as respondents that were 250 employees.

5.2 Questionnaire

The close-ended questions and 5 points Likert Scale ranging from strongly disagree (1), disagree (2), Neutral (3), Agree (4) to strongly agree (5) were used in the questionnaire. Four items (Training Need Assessment, Training Method, Training Content, and Training

Material were assessed in the questionnaire. Each item was measured with sub-items in the questionnaire. The researcher has given a cooperative letter to Human Resource departments of selected Internet service provider companies to get permission for conducting the study in the organizations. After the researcher got permission, schedules were arranged for distributing the questionnaire. Human Resources departments help to deliver a questionnaire to respondents. 205 questionnaires were returned (82 % response rate). Five incomplete questionnaires were found to be unusable due to missing responses. A total of 200 questionnaires were usable (80%).

5.3 Limitation of the Study

The study was implemented in two Internet services companies in Myanmar. Although there are many Internet service provider companies the study was limited to Stream Best Net Co., Ltd. and Global Welink Co., Ltd, and so the results do not necessarily reflect the situation in other Internet service provider companies in Myanmar. The primary data collection for the study was conducted for a period of one month, from Jun 2021 to July 2021. The study was designed to focus mainly on the training and development, and employee performance from selected Internet service providers whose service is Fiber to The Home internet service. Due to time and financial constraints, employees working only in the Yangon head offices were delivered the questionnaire and collected the primary data.

6. Data Analysis and Findings

6.1 Analysis of demographic variables

This section presents a descriptive analysis of the personal profile of the respondents of the study. The personal profile includes gender, job title, age, education level, and marital status. The following table (1) is the demographic characteristics of the respondents.

Table 1. Frequency distribution of demographic variables in the sample population

No.	Variable	Item	Frequency	Percentage (%)
1	Gender	Male	108	54
		Female	92	46
		Total	200	100
2	Age	Under 25 years	20	10
		25 To 30 years	59	29.5
		31 To 35 years	63	31.5
		36 To 40 years	34	17
		41 To 45 years	8	4
		Over 45 years	16	8
		Total	200	100

3	Job Title	Engineer	121	60.5
		Staff	35	17.5
		Supervisor	30	15
		Manager	10	5
		General Manager	4	2
		Total	200	100
4	Education level	High School	26	13
		Diploma	50	25
		Graduate Degree	108	54
		Master Degree	16	8
		Total	200	100

6.2 Reliability scores of variables

Table 2. Reliability scores of variables

Variables	Numbers of items	Cronbach's alpha
Training Need Assessment	5	0.747
Training Method	4	0.738
Training Content	5	0.731
Training Material	5	0.821
Job Performance	6	0.931

The Cronbach's Alpha was measured for each variable. George and Mallery (2003) provide the following rules of thumb for the Cronbach's alpha: (a) >0.9 is Excellent, (b) >0.8 is Good, (c) >0.7 is Acceptable, (d) >0.6 is Questionable, (e) >0.5 is Poor, and (f) < 0.5 is Unacceptable". Table (2) describes the reliable scores of variables used in this study. Job performance has the highest Alpha value of 0.9301. The training content has the lowest Alpha value of 0.731. Others are between those Alpha values. All variables could be acceptable and all respondents' answers are reliable because Cronbach's alpha value is higher than 0.70.

Table3. Mean values and standard deviation of variables

Variable	Minimum	Maximum	Mean	Std. Deviation
Independent variable				
Training Need Assessment	3	5	3.99	0.49388
Training Method	2	5	3.895	0.52594
Training Content	3	5	4.276	0.47257
Training Material	1	5	3.6	0.6823
Dependent variable				
Job Performance	2	5	3.9106	0.61685

It is observed that the mean value of job Performance is realized as 3.9106. This value indicates that the general performance level of the employees is above a mediocre level. Moreover, the scores of the variables show that the mean value of training content is 4.2760 and higher than the other variables. The training material has a mean value of 3.6000 and it is the lowest mean value. The training material has a standard deviation value of 0.68230. A little high standard deviation on training material suggests that the respondents have some little divergent opinions on the training material factor. This means there was no consensus on the training material. The low standard deviations of other factors reflected a consensus on job Performance.

6.3 Correlation amongst independent variables and dependent variable

There is a very strong correlation between training need analysis and job Performance ($r=.692, p < 0.01$), translating into a largely positive effect (table 4). There is also a very strong correlation between training method and job Performance ($r=.517, p < 0.01$), translating into a largely positive effect. There is a moderate degree of correlation between training method and job Performance ($r=.495, p < 0.01$), translating into a moderate degree of positive effect. There is also a moderate degree of correlation between training material and job Performance ($r=.493, p < 0.01$).

Table 4. The correlation amongst independent variables and dependent variable

Variable	N	JP	TNA	TM	TC	TMr
Job Performance (JP)	200	1				
Training Need Assessment (TNA)	200	.692**	1			
Training Method (TM)	200	.495**	.505**	1		
Training Content (TC)	200	.517**	.492**	.429**	1	
Training Material (TMr)	200	.493**	.527**	.349**	.572**	1

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

6.3 Multiple Linear Regression Analysis

The study of the impact of training and development on employee performance was further analyzed through a simple linear regression model which was used to observe the effect of training and development in predicting the variations in employee performance.

Table (5) shows the independent variables have accounted for 58.1 % (Adjusted R² is 0.572 with estimated standard deviation 0.67320) of the variance in the dependent variable (Employee Performance) this indicates that 58.1 % of the variance in the dependent variable is explained by the independent variable in the model. The model also indicates that the remaining 41.9% of the variance can be explained by other variables out of this model.

Table 5. Model Summary

Model 1	R	R Square	Adjusted R Square	
	.762 ^a	.581	.572	.67320

a. Predictors: (Constant), Training Need Assessment, Training Method, Training Content, Training Material

As shown in table (6), it can be seen that the significance level is 0.000 ($P < 0.05$) which means that our null hypothesis will be rejected. The F- test result is 49.689 with a significance of less than 0.05, this means, the probability of those results occurring by chance is < 0.001 . Therefore, a significant amount of employee performance is influenced by the training and development, which means independent variables

significantly predict the dependent variable, and it can be concluded as the overall regression model is significant with $F(4,200)=49.689$ and $P < 0.05$. That is the regression model is good to fit the data. Results conclude that there is an impact of training and development on employee performance.

Table 6. ANOVA

Model 1	Sum of Squares	df	Mean Square	F	Sig.
Regression	48.264	4	8.233	49.689	.000 ^b
Residual	37.755	200	.297		
Total	86.019	204			

a. Predictors: (Constant), Training Need Assessment, Training Method, Training Content, Training Material

b. Dependent Variable: Employee Performance

As the table shows the regression standardized coefficients for the independent variables. The relative importance of training and development (independent variables) in contributing to variance of the employee performance (dependent variables) was explained by the standardized Beta coefficient. The regression coefficient revealed that all variables in this study were statistically significant. The factor which had the greatest effect on the overall employee performance was training content ($\beta=0.541$). The result revealed that a unit increase in training content would lead to a 54.1 percent increase in employee performance. Training Need Assessment has the second-highest impact on employee performance with a β value of 0.475 ($P < 0.05$). The training method has a Beta coefficient β (0.375); $p < 0.05$ and the training material has a Beta coefficient β of 0.447 ($P < 0.05$) as indicated in Table 7.

Table 7. Coefficients

a. Dependent Variable: Employee Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.445	.348		3.222	.000
	Training Need Assessment	.562	.076	.475	4.501	.000
	Training Method	.212	.054	.375	3.084	.000
	Training Content	.369	.086	.541	4.261	.000
	Training Material	.357	.081	.445	4.632	.000

7. Discussion and recommendations

The results of the data analysis revealed all independent variables have positive relationships with employee performance. One of the key factors to improve employee performance which leads to growing the organization is giving the required training to an employee (Mpofu & Hlatywayo, 2015). This finding suggests that the more an employee is assessed by a training needs assessment, the more likely his/her performance will be better and the training is more efficient ($\beta=0.475$, $P<0.05$). If the training content is more relevant to employees' work and the required knowledge, better performance will be obtained by the employee ($\beta=0.541$, $P<0.05$). The analysis also highlighted that training methods and training material should also be improved because these factors have a moderate degree of a positive relationship with job performance. After knowing the need for training, it should be identified for the next step determination of training to accomplish (Tannenbaum & Yuki, 1992). It is observed that the mean value of training content is 4.2760 and higher than the other variables. Companies should discuss subject matter experts to improve training content. A training needs assessment has the second highest mean value (3.9900). Training need assessment form should be modified to assess employees' training needs effectively. The training needs assessment should be conducted more systematically. The findings reveal that Training and Development can improve workers' activities better, personal satisfaction, accomplishing activities without waste, and greater accuracy and precision. Because It is observed that the mean value of job Performance is 3.9106 and the standard deviation is 0.61685. Internet service provider companies should improve all dimensions included in this study to improve employee job performance.

8. Conclusions

The effects of investing in training and development innovate the performance through promoting various learning practices (Sung & Choi, 2014). The primary objective of this study was to assess the effect of training and development on employee performance in the

Myanmar Internet Service Provider industry. Based on the findings of the study, the research indicated that the effectiveness of the training highly depends on conducting Training Need Assessment and providing more relevant training content with work. Training and development are required strategic equipment for enriching employee performance and the company also needs to increase the yearly training budget for getting through competitive advantage (Falola et al., 2014). Not only that but also motivates employees to remain loyal to their esteem and which creates a cooperative workforce for the organization (Cloutier et al., 2015). Training Need Assessment documents should be designed to accurately assess the required skill and knowledge of employees. Training content should be updated to challenge the rapidly changing environment. Training content also should be designed to develop attitudes that will improve work performance. Training programs should be designed to align with the educational background, experience level, and ability of employees. The effective features of training include knowledge receiving, skill improving, and a slightly positive influence in transformation through training (Sung & Choi, 2014). The only organization that can achieve the desired objective when learning skills on the job through training and it is required to identify and focus on the effectiveness (Bhatti et al., 2014). Because there is also a moderate degree of correlation between training method and job performance, the training method should be relevant to the job functions of the employees, key results, and objectives of the company. It is vital to evaluate training effectiveness by delivering training assessment forms to every employee whenever they have done the training.

Giving training to the employee get more competitive, bringing more success, and cultivating more profit results for the organization (Antony et al., 2016). Assess the training getting more effective in improving performance needs to ask immediate supervisors to do performance assessments on employees. Continuously giving the training should be received the employees become competent and can face challenging, ever-changing, and fierce environments. Effective training programs lead to superior return on investment to the other researches

mentioned the positive role of training in attaining the supreme levels of employee retention (Colarelli & Montei, 1996; Becker, 1993). Internet technology is transforming every aspect of products and services increase automation into facilities. Focusing on training and development continues to be a key component of high performance and agile workplace. Rapidly increase developing technological and increment of value-added services through the internet platform is encourage the Internet service to provide firms to improve on creativity and innovation (Bhatti et al., 2014). That innovation invests in the organization's performance through various learning practices. Continuous improving training and development quality is vital in this competitive world. Most industry-leading firms' strong attention to training platforms to their employees to attempt these platforms encourage their employees to confront every challenge. Myanmar Internet service providers should set up their training platforms for becoming the leading industrial companies from South East Asia through around the world.

Acknowledgments: I would like to give my deep thankfulness to my direct supervisor Prof. Dr. Amiya Bhaumik and co-supervisor Dr. Midhunchakkaravarthy, Lincoln University College, Kuala Lumpur, Malaysia for giving me this opportunity to learn. My supervisors and my colleague helped me to complete my article and during preparation time, gave me a guideline and supported the suggestion. Secondly, I would like to thank my family for their unconditional support, both financially and emotionally to finalize this article. Thirdly, I would like to thank Stream Best Net ISP, Global Welink ISP, and their management who give permission for the research and support the data collection process. I appreciated very much their helpful attitudes and cooperation during the preparation of my research article. Finally, I would like to thank all respondents for using their time and filling up the questionnaires without delaying completing this article.

References:

- Abba, M. T. (2018). Effects of Training and Development on Employee Retention in Bauchi State Metropolis Banks. *International Journal of Business Administration and Management*, 4(1), 24-39.
- Akbar, W. (2015). "Impact of Training on Employees Performance" (Evidence from Pharmaceutical Companies in Karachi, Pakistan). June. <https://doi.org/10.5296/bms.v6i1.7804>
- Armstrong, M., (2000). *Understanding training: Human Resource Management Practice*, (8th ed). London: Kogan page limited.
- Armstrong, M., (2001). *Handbook of Human Resource Management Practice*, 8th Edition. Kogan Page.
- Antony, V., Raja, J., Anbu, R., & Kumar, R. (2016). Article ID: JOM_03_01_001 Study on Effectiveness of Training and Development in Ashok Leyland all over India. *Journal of Management (JOM)*, 3(1), 1-12.
- Becker, G. S. (1993). Human capital: A theoretical and empirical analysis with special reference to education (3rd ed.). Chicago, IL: University of Chicago Press.
- Bunch, K. J. (2007). Training failure as a consequence of organizational culture. *Human Resource Development Review*, 6(2), 142-163.
- Bhatti, M. A., Ali, S., Isa, M. F. M., & Battour, M. M. (2014). Training Transfer and Transfer Motivation: The Influence of Individual, Environmental, Situational, Training Design, and Affective Reaction Factors. *Performance Improvement Quarterly*, 27(1), 51-82.
- Brown, J. (2002). Training needs assessment: A must for developing an effective training program. *Public Personnel Management*, 31(4), 569-578.
- Carliner, S. (2003). *Training Design Basics*, American Society for Training and Development. Alexandria, VA: American Society for Training and Development.
- Campbell, J., & Wiernik, B. (2015). The Modeling and Assessment of Work Performance. *The Annual Review of Organizational Psychology and Organizational Behavior*, 2, 47 - 74.
- Champathes, M. R. (2006). Coaching for performance improvement: The coaching model. *Development and Learning in Organizations*, 20(2), 17-18.
- Cheng, E. W. L., & Ho, D.C.K. (2001), The influence of job and career attitudes on learning motivation and transfer. *Career Development International*, 6(1), 20-27.
- Cloutier, O., Felusiak, L., Hill, C., Jean, E., & Mberton-Jones, P. (2015). *The Importance of Developing Strategies for Employee Retention*.
- Colarelli, S. M., &Montei, M. S. (1996). Some contextual influences on training utilization. *The Journal of Applied Behavioral Science*, 32(3), 306-322.
- Falola, H. O., Osibanjo, A. O., &Ojo, I. S. (2014). *Effectiveness of Training and Development on Employees' Performance and Organisation Competitiveness in the Nigerian Banking Industry*.

- Gan, J. L., & Yusof, H. M. (2019). The relationship between training and employees' retention: A review paper. *International Journal of Entrepreneurship and Management Practices*, 2(5), 16-24.
- Gauld, D., & Miller, P. (2004). The qualifications and competencies held by effective workplace Trainers. *Journal of European Industrial Training*, 28(1), 8-22.
- Giangreco, A., Sebastiano, A., & Peccei, R. (2009). Trainees' reactions to training: an analysis of the factors affecting overall satisfaction with training. *The International Journal of Human Resources Management*, 20(1), 96-111.
- Griffin, R. W., Welsh, A., & Moorhead, G. (1981). Perceived Task Characteristics and Employee Performance: A Literature Review. *Academy of Management Review*, 6(4), 655-664.
- Goldstein, I. L., & Ford, J. K. (2007). *Training in Organizations*, 4th Edition New Delhi, India: Cengage Learning Indian Ltd.
- Kempton, J. (1995). *Human Resource Management and Development: Current Issues and Themes*. New York: Macmillan Press Ltd.
- Swanson, R. A., & Holton, E. F. III., (2008). *Foundations of human resource development*, (1st ed.). San Francisco, California: Berrett-Koehler Publishers, Inc.
- Mathis, R., & Jackson, J., (2004). *Human Resource Management*, 10th Edition, South-Western Singapore.
- Mpofu, M., & Hlatywayo, C. K. (2015). Training and development as a tool for improving basic service delivery; the case of a selected municipality. *Journal of Economics, Finance and Administrative Science*, 20(39), 133-136.
- Naveed A., Nadeem I., Maryam S., Zeesham H., & Naqui H. (2014). The impact of training and development on employee performance. *Arabian journal of business and management review*, 2(4).
- Olaniyan, A. D., & Ojo, B. L. (2008). Staff Training and Development: A Vital Tool for Organisational Effectiveness. *European Journal of Scientific Research*, 24(3), 326-331.
- Otoo, V. (2018). *Employee Retention Factors and Tools: Empirical Evidence from Ghana Revenue Authority*, 8(2), 28-39.
- Peeraullee, B. S., Farooq, M., & Viapulam, S. M. (2020). Emotional intelligence and job performance of mauritian employees in the era of transformative marketing. *Proceedings on Engineering Sciences*, 2(1), 59-72. <https://doi.org/10.24874/PES02.01.007>
- Samwel, J. O. (2018). Impact of Employee Training on Organizational Performance: Case Study of Drilling Companies in Geita, Shinyanga, and Mara Regions in Tanzania. *International Journal of Managerial Studies and Research*, 6(1), 36-41. <https://doi.org/10.20431/2349-0349.0601005>
- Sharma, S., & Taneja, M. (2018). The effect of training on employee performance. *International Journal of Recent Technology and Engineering*, 7(4), 6-13.
- Singh, D. (2019). A Literature Review on Employee Retention with Focus on Recent Trends. *International Journal of Scientific Research in Science, Engineering and Technology*, February, 425-431. <https://doi.org/10.32628/ijrst195463>
- Sims R. Ronald (2006). *Human Resource Development: Today and Tomorrow*. Information Age Publishing Inc. (USA).
- Sung, S. Y., & Choi, J. N. (2014). Do organizations spend wisely on employees? Effects of training and development investments on learning and innovation in organizations. *Journal of Organizational Behavior*, 35(3), 393-412. <https://doi.org/10.1002/JOB.1897>
- Tannenbaum, S. I., & Yuki, G. (1992). Training and development in work organizations. *Annual Review of Psychology*, 43, 399-441.
- Tiernan, P. (2010). Enhancing the learning experience of undergraduate technology students with LabVIEWTM software. *Computers and Education*, 55(4), 1579-1588. <https://doi.org/10.1016/j.compedu.2010.07.001>
- Thorne, K. & Mackey, D. (2001). *Everything you Ever Needed to Know about Training: A Complete Step-by-Step Guide to Training and Development*, 2nd Edition. London: Kogan Page.
- Trilok, P., & Jain, K. (2019). *Impact of Training and development on Employee Performance in Retail Sector: A Review paper*. 1-12.
- Vroom, V. H. (1964). *Work and motivation*. New York: Wiley.
- Weil, A., & Woodall, J. (2005). HRD in France: the corporate perspective. *Journal of European Industrial Training*, 29(7), 529-540.
- Yamane, T. (1967). *Statistics: An Introductory Analysis*, 2nd Edition. New York: Harper and Row.

Naw Phyu Zar Thwin

Lincoln University Colleague,
Kuala Lumpur,
Malaysia
Phyuzarthwin@gmail.com

Amiya Bhaumik

Lincoln University Colleague,
Kuala Lumpur,
Malaysia
amiya@lincoln.edu.my

Midhunchakkaravarthy

Lincoln University Colleague,
Kuala Lumpur,
Malaysia
midhun@lincoln.edu.my

Yan Naing Soe

Lincoln University Colleague,
Kuala Lumpur,
Malaysia
Yannaingsoe@live.com
