



The impact of employees training on the organization's performance - case study in Albania

Dr. Luftim Cania¹, Prof. Assos. Dr. Bajram Korsita², Dr. Olta Nexhipi³, Dr. Hysen Hoda⁴

University "Aleksander Moisiu", Albania

¹ luftimcania@yahoo.com

² bajramkorsita@yahoo.com

³ olta.nexhipi@gmail.com

⁴ hhodaj@yahoo.com

Abstract: The organizations increasingly feel the need to change. It came from several different factors and numerous. But an efficient way to manage these changes is continuously training employees. So, this research aims to survey the impact and effectiveness of training on the organizational performance. Moreover, we will observe the importance of training to improve and enhance the performance of the organization. It will also assess the strength of the link between training and organizational performance. Further, in this paper we will explore the impact that have the organizations size and age in the training and organizational performance. To achieve this research gathered data from organizations in the private sector through questionnaires. There were analyzed 130 questionnaires from 200 questionnaires distributed. The testing of research questions will be conducted through multiple regression and Anova analysis. The study will conclude with recommendations for organizations and for future researchers in this area.

Keywords: training needs assessment, readiness for training, training programs, organizational performance, training effectiveness.

Introduction

In nowadays, the pressure on organizations is growing continuously. This came from several factors. The competition is a determinant factor for determining success or not for organizations. In addition, consumers are looking continuously higher quality products and services. Also, technology is rapidly operates to organizations creating advantages and risks. In this regard, human resource management takes a great importance, especially its practices. To turn these challenges above in benefits and opportunities for organizations should, first of all, to train its employees. So, from previous research found that HRM practices have an impact on organizational performance. Through such practices, the organization enables achievement of its objectives, advances in gaining competitive advantage and other benefits. These practices make possible to bring a motivation to employees. In fact, the motivation of employees ensures the best results of employees and has a significant impact on productivity and performance (Huselid, 1995). On the other hand, improved skills, knowledge and skills of talented employees have proven to have been an important source of competitive global market (McKinsey, 2006). The large organizations recognize their human resources as an essential part of a larger performance and growth (Price, 2004).

The modern HRM should be oriented and emphasize that the contribution of an organization's overall is concern for its overall effectiveness. Normally, this effectiveness needs to be improved because the environment is always changing. So, the goal of any organization is to improve its performance. In this sense, training is regarded as a key element to achieve this goal. The effective training is useful in various ways, for example, playing a vital role in building and maintaining skills, both in individual and organizational level, and thus participates in the process of organizational change (Valle et al., 2000). Moreover, it increases the capacity to retention the talented employees and reducing the undesirable rotation (Jones and Wright, 1992).

Moreover, training cultivates positive attitudes to employees in order to achieve the objectives of organizations. Starting from the above discussion, the main purpose of this study is to observe the impact and effectiveness of training on the organizational performance. So, through a review of studies in this area, books, paper, and by the scope of the topic, the objectives of this study are as following:

- To see the importance that has training on the organizational performance.
- To evaluate the relationship between training and organizational performance.
- To develop recommendations for future research and for organizations.

Literature Review

The training has been the subject of ongoing debate. Some authors define training as the ability of an organization to develop skills and knowledge currently and in the future (Guest, 1997). Armstrong (2009) suggests that “training can refer to the practice of equipping employees with skills, knowledge, and abilities, with the aim of building organizational capabilities and increasing increase organizational performance”. Training offered to employees, may help them reduce their anxiety or frustration, brought on by work demands, that they are not familiar with, and they are lacking the skills to handle effectively (Chen et al., 2004). In general, literature on training has emphasized the benefits that organizations take a systematic approach to learning and to develop the human resource. The skills development reinforces the organizational objectives (Keep, 1989). The traditional function of HRM emphasizes that the only specific task for this feature is specialization. These organizations tend to pay attention to a task and leave swiftly found out employees and their development (Analoui, 1998). The studies have shown that most organizations pay little attention to training effectiveness (Keep and Rainbird, 2000).

The training is to provide new and different skills for employees to perform their jobs (Dessler, 2006). In this sense, job training helps employees get new knowledge for their work in a better way (Deming, 1982). The training will increase the commitment of employees (Owen, 2006). To develop the desired knowledge, skills and abilities of employees, in order to perform better at work, require effective training programs that enable employees' motivation and commitment (Allen and Meyer, 1990). Some researchers have identified training functions as follows: increases productivity, improves quality of work; improve skills, knowledge, understanding and attitudes; increases the use of tools in work; reduces waste, accidents, turnover, delays, shortages and other high cost; eliminates lack in skills, technology, methods, products, capital management, etc. (Oguntimehin, 2001). More training and development for employees, more satisfied are they with their work, increasing productivity and profitability of the organization (Champathes, 2006). The training will enable more engagement, where the high commitment to work is an approach to employee directors, who say it is necessary to develop organizational commitment among employees, based it on the assumption that it will lead to positive results such as lower turnover at work, less absenteeism, better motivation and improved performance (Guest et al., 2003).

The performance is the key to achieving the organization's goals. To achieve this, training in the organizational needs base in corporate strategy (Hussey, 1985). The performance increases the effectiveness and efficiency of the organization, which is important for achieving the goals of the organization (Mwita, 2000). The organizational performance refers to those positions that have been evaluated or measured for their contribution to achieving the goals of the organization (Cook and Hunsaker, 2001). The behavior or attitude toward this, means by access and management capabilities, to use the resources available to successfully and more professional and competent. In fact, this will be achieved by training and development. The superior performance has been associated with organizations that implement these practices based on the fact that the commitment is used in terms of increasing the efficiency, productivity and rely on conditions that encourage employees to identify with the organization's goals and work to achieve common goals (Sweetman, 2001). Training has a direct relationship with the performance of the employees, training is a formal and systematic modification of behavior through learning that actually occurs result if education, instruction, development and planned experience (Armstrong, 2009). The training and development help in discussing about the knowledge, skills and attitudes necessary to achieve organizational goals and also create competitive advantage (Peteraf, 1993). Above all, to be effective in the management of training programs and development must take into account employees who are encouraged to learn (Forrest & Peterson, 2006). On the one hand, it is proven that effective training programs leads to a higher return on investment, on the

other hand researching in training cite positive role in achieving high levels of employee retention (Becker, 1993). The actual employees performance is related to the organization's commitment and that can be improved by giving them training (Bartlett and Kang, 2004). To improve employee performance, organizational commitment and to measure the level of dedication was conducted by the authors Meyer and Allen (1997). They described that the employees performance could be more effective if employees are better trained (Meyer and Allen, 1990). The employee performance is highest among employees that are happy and easier to manage, to motivate high performers to achieve the organizational objectives (Kinicki and Kreitner, 2007). The training and development of employees increase their performance. This fact has been described by scholars with their research indicate that training and development is an important activity to enhance the organizational performance (and Din Ahmad, 2009). The training actually brings some benefits. They are grouped (Ishrat, 2013):

- a. Benefit for organization
 - ✓ Leads to improved profitability and or more positive attitude towards profits orientation.
 - ✓ Improves the job knowledge and skills at all level of the organization.
 - ✓ Improves the morale of the workforce.
 - ✓ Helps people to identity the organizational goal.
 - ✓ Helps to create a better corporate image.
 - ✓ Faster authenticity, openness and trust.
 - ✓ Improves the relationship between boss and subordinate - aids in understanding and carrying out organizational policies.
- b. Benefit to individual:
 - ✓ Helps the individual in making better decision and effective problem solving.
 - ✓ Through training and development, motivational, variables of recognition, achievement, growth, responsibility and advancement and internalized and operationalised
 - ✓ Aids in encouraging and achieving and self development and self confidence
 - ✓ Helps to handle stress, tension, frustration and conflict
 - ✓ Increase job satisfaction and recognition
 - ✓ Move a person towards personnel goal and development of skills.
- c. Benefits in personnel and human relationship:
 - ✓ Improves communication between groups and individual.
 - ✓ Aids in orientation for new employee and those taking new job through transfer and promotion.
 - ✓ Improves interpersonal skills.
 - ✓ Improves morale.
 - ✓ Builds cohesiveness.
 - ✓ Provide a good climate for learning growth and coordination.
 - ✓ Makes organization better place to work and live.

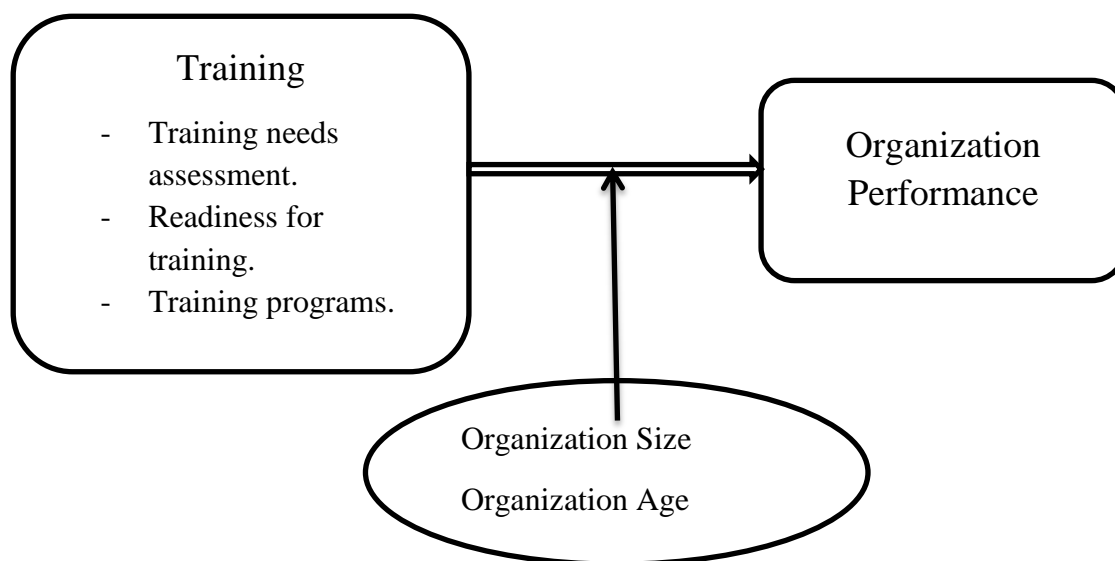
Theoretical Framework

At the center of this study will be the impact and effectiveness that have employees training in the organizational performance. In itself, the organizations aim to change behaviors, learn new skills and knowledge of employees in order to respond to changes. Even from previous studies, it has proven the importance and the role played by employees training. According to Hawthorne studies, and many other research studies, emphasize the fact that the productivity of an employee satisfaction with their work will have a higher performance at work and keeping them compared to those employees who are not satisfied with the their work (Landy, 1985). Also, the organizations are able to create an environment where training is supported and appreciated by employees that will be able to achieve better results, such as low employee turnover (Bartlett, 2001). In general, an organization will balance the costs and returns from training to determine the amount of investment that will make (Kaufman and Hotchkiss, 2006). The effective training programs helps to build a more conducive environment for learning and training enables them to meet the challenges in the future (Tai, 2006). The HRM practices was found to have strong positive correlation between organizational performance and performance management (Huselid, 1995). The employee performance depends on many factors such as job satisfaction, their knowledge and showing a relationship between

training and performance (Amisano, 2010). The engagement is not just a concept of human relations, but also includes energy generation to human resource and the activation of the human mind (Jaw and Liu, 2004).

Previous studies found that there is a positive correlation between effective training programs and employee productivity (Bartel, 1994). To achieve this, it is the managers responsibility to identify factors that hampers the effectiveness of the training program and must take the necessary measures to neutralize their effect on employee performance (Swart et al., 2005). The another research highlights the fact that there was a close connection between the workers perception to the training program and commitment organizational, where the employee is positively correlated with the ability perception of employee training, willingness to participate, and support the training of senior staff and organization management (Bartleet, 2001).

Figure 1. Conceptual framework of the study



Given that the environment is changing convert variable, then the organization must anticipate what skills, knowledge of employees needed in the future. Also coupled with an analysis of whether the organization possesses such employee, improvements or changes in the performance of duties in the organization. All these make it possible to forecast training needs. A prediction or inaccurate assessment of these needs will not prove effective organizational performance. In fact, it knows this evaluation will be based more on the strategy that follows the organization, which has set targets and opportunities or available resources to do it. The another important element of the effectiveness of the training is readiness for training. There would be no effect in the training if involved employees in training have not basic knowledge and skills to attend this training. Moreover, when the environment does not cherish a positive spirit and support the necessity of training. Also, it is expected that accurate planning and forecasting of training programs to give effect to the acquisition of new knowledge and skills in order to accelerate. Failure at this point leads to loss time and funds. The higher effectiveness of the training is expected to be for organizations who have more years of operating in the market, since such organizations have established experience in training and have the opportunity to improve the assessment of their needs, creating readiness and finding appropriate training programs. Also, even for organizations that have more employees in their structures reflect expected higher training effectiveness. Such organizations often carry out training and have the opportunity to create their own experience in successful implementation. So, based on the above discussions and treatments, objectives and purpose of the study, the research questions will be:

- How does the employees training impact in the organizational performance?
- Does the organization size impact in the training effectiveness and the organizational performance?

The main hypothesis of the study is:

H₁: Employees training has a significant positive relationship in the organizational performance.

Materials and Methods

The data collection was conducted through questionnaires, conducted in three different cities in Albania. It distributes about 200 questionnaires and 140 questionnaires were collected. Further proceeded with the analysis of 130 questionnaires and 10 questionnaires were excluded. The reason consist in two direction: firstly, organizations that did not have a HRM department have difficulty having proper HRM practices and the measurement of training effectiveness; secondly, are included in the study organizations that have more than twenty employees. Initially, questionnaire contains information about the establishment year of the organization, in which the sector operates, the number of employees. In fact, the number of employees related to the control variables. The size of the organization is classified into three groups: from 20 employees to 100 employees; from 101 employees to 200 employees and over 200 employees. The following questionnaire contains questions about the training needs assessment, readiness for training, training programs and organizational performance. For each of them used measure indicator by Likert rating scale, from 1 to 5, disagree to very agree. More specifically, the variable of training needs assessment is measured by five indicators, like: lack of skills, lack of knowledge, availability of expertise, the availability of adequate budget and new knowledge about the task. Readiness for training is measured by four indicators: the desire to acquire knowledge and skills, positive attitude towards training, support from key managers, the establishment of a motivation culture to learn. The training programs is measured by three indicators: the decision for training taken together with training specialist and the relevant department manager, setting training objectives in a coordinated way, the choice of training methods. Finally, the organizational performance is measured by six indicators: rising income levels, increasing the number of customers, improving the quality of product / service, increased productivity, increased competitive level, increase reputation. The data analysis was conducted in three phases. In the first phase was conducted factorial and reliability analysis. In the second phase was conducted multicollinearity analysis. While in the third phase was testing the hypothesis and research questions through multiple regression and anova analysis.

Results and discussion

The data analysis will focus primarily on factorial and reliability analysis. Moreover, factorial analysis is a technique for grouping variables, which reduces a set of data by keeping as much of the original information (Field, 2009). The weight of each factor in this analysis should be greater than 0.4 (Hair et al., 2009). Bartlett test and test Kaiser-Meyer-OLKI (KMO) help factorial analysis (Field, 2009). For a good factor analysis the KMO test should be above 50% and Bartlett test should be statistically significant ($p < 0.05$) (Field, 2009). While reliability analysis, through Cronbach alpha coefficient, would be realized to view data constancy (Hair et al., 2009). It should be above 0.7, but can be accepted up to 0.6 in exploratory research. So, for the *needs for training* variable are used five indicators measure. The factorial weight for their measurement results higher than 0.4, where the weight lowest had the question "having the expertise needed to make training" in 0.519 and the highest share had question "identification of lack of knowledge on employees" in 0.873. So, as we see the role of higher training needs plays a lack of knowledge to employees. Also, the lack of skills is an important part of the second weight factor. It was higher by 0.771. The Kaiser-Meyer-Olkin test resulted in 67.4% and Bartlett test showed statistically significant ($0.00 < 0.05$). The reliability analysis for this variable was 0.757. The factorial weight of *readiness for training variable*, which was measured with four questions, resulted higher than 0.4. Concretely, the highest weight had the question "support from key managers" in 0.861 and the lowest weight was the question "the desire of employees to acquire knowledge /skill" in 0.686. Also, positive attitudes questions from employees and create a motivation culture had a high weight, over 0.8. This shows that the organization and its leaders are more interested in training to be a high effect. The Kaiser-Meyer-Olkin test resulted in 72.5% and Bartlett test showed statistically significant ($0.00 < 0.05$). The reliability analysis for this variable was 0.825. The factorial weight for *training programs variable*, which measured three questions, resulted higher than 0.4. The highest factorial weight was the question "choice of training methods" in 0.891 and the lowest weight was the question "decision taken together by training specialist and the relevant department manager" in 0.831. In this case, we see that the organization is too cautious to training programs in order to receive a high-efficiency

afterwards. Kaiser-Meyer-Olkin test resulted in 70.4% and Bartlett test showed statistically significant ($0.00 < 0.05$). The reliability analysis for this variable was 0.823. The factorial weight for *organizational performance variable*, which was measured with six questions, resulted higher than 0.4. The highest factorial weight was the question “increased the number of customers” with weight 0.836 and lowest weight factor was the question “improving the quality of the product/service” with weight 0.659. The Kaiser-Meyer-Olkin test resulted in 81.3% and Bartlett test showed statistically significant ($0.00 < 0.05$). Even for this variable, reliability analysis showed higher than the 0.7 and respectively 0.833.

Already, we pass on the most important part of the paper, verification and testing of research questions. Initially, we will test the hypothesis of this study. In fact, would rather appreciate multicollinearity analysis between independent variables. The presence of correlation between the independent variables in the range -0.7 to 0.7 is acceptable (Hair et al., 2009). By testing it appeared to be within permissible limits. So, laying hypothesis testing is as follows:

H₀: Employees training does not have a significant positive relationship in the organizational performance.

H_a: Employees training has a significant positive relationship in the organizational performance.

Even regression will be $Y = b_0 + b_1x_1 + b_2x_2 + b_3x_3$, where:

Y = the dependent variable “organizational performance” x_1 = independent variable “Training needs”

x_2 = independent variable “readiness for training” and x_3 = independent variable “training programs”.

The hypothesis testing showed that employees training has a significant positive relationship in the organizational performance. The value $F(3,126) = 46.538$, was statistically highly significant ($p < 0.00$), confirming the viability of the model. The R^2 is 52.6%, while R^2 (adjusted) is 51.4%. This means that the dependent variable, the organizational performance, explained by 51.4% of the three independent variables. As we see in the following equation, the beta coefficients were positive and statistically significant ($p = 0.05$). This means that the three independent variables of training have impact and positive relationship on the organizational performance. The highest effect on performance has training programs, which means that a unit investment in terms of training programs, the organizational performance will increase by 0.759 times. Also, the same interpretation have the other coefficients. The equation is:

$$\text{Organizational Performance} = 6514 + 0144 (\text{training needs assessment}) + 0322 (\text{readiness for training}) + 0.759 (\text{training programs}).$$

In this study is also used the control variables by the second research question: Does the organization size impact in the training effectiveness and the organizational performance? Testing the impact of the organization size to the effectiveness in the training and organizational performance, it was achieved through anova analysis. It enables us to analyze three or more averages (Field, 2005). By anova analysis of the effectiveness in the training showed that the value $F(3,127) = 1,340$ is statistically insignificant ($p = 0.266$), at the significance level $\alpha = 0.05$. While, the anova analysis to organizational performance resulting that the value $F(3,127) = 3.417$ is statistically significant ($p = 0.036$), at the significance level $\alpha = 0.05$. This means that there are differences between the three groups. The averages and standard deviations are: (1) by 20-100 employees ($M = 22.84$ and Std. Deviation = 3.144); (2) by 101-200 employees ($M = 20.76$ and Std. Deviation = 3.914) and over 200 employees ($M = 23.32$ and Std. Deviation = 3.785). Then, it underwent post-hoc analysis to observe differences between groups. This analysis showed that there was a difference between groups, just over 200 employees and 101-200 employees. This difference turned out to be positive and statistically significant ($p = 0.027$). This means that much larger to be organizations more effectively bring its training practices to organizational performance.

Conclusions

Through this study we offered empirical evidence of the impact that has employees training in the organization. This study showed and proved that the training has a very important role in the life of the organization. This was confirmed by this study. So, the employees training has an important contribution to the organizational performance. Due to the changes, always the pressure comes through increased training of employees takes a task and an important role in achieving and realizing the organization's performance. To achieve these results was tested about 130 organizations, where the structures of this organizations contain over 20 employees and those organizations who has HRM department. As independent variables were used: training needs, readiness for training and training programs. It is noteworthy that organizations needed more experts to do the training, often employees had less desire to acquire knowledge/skill compared with whether the organization would create such a climate. However, highest influential and effect on the organizational performance had training programs and a little effect had the identification of training needs. However, in order to coordinate the identification of needs, readiness and training programs had a positive effect and relationship organizational performance. This study also demonstrated that larger organizations were more productive and fruitful of training practices on organizational performance. In conclusion, we can say that training plays an important and crucial role in the performance and longevity of the organizations in the market.

Recommendations

From this study once again proved in previous research, it proved the importance and impact of the training organization. Given the results of this study, and not only, will provide recommendations in two directions. Firstly, organizations should pay greater attention to training as a key element in achieving its objectives. The identification of training needs to be more cautious, faster time and all inclusive. During the identification of training needs should also attach importance to having the relevant experts. With regard to training readiness, organizations must find some instruments that desire to stimulate more employees to participate in training. The training programs to be coordination and cooperation between different levels of managers and hierarchical planning at the same level. Secondly, future research in this field must be present. Despite the research highlight the importance of training, they should be more oriented to the complexity of prosecuting such practices and utility that brings the whole training process. This whole process has an important role, but one particular relevance of training programs. In these set targets and techniques to be followed to implement the training. The data collection will be beneficial through semi-structured questionnaires, as enables researchers to receive data that does not accurately forecast.

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