

# THE IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON ORGANIZATIONAL SUSTAINABILITY

BY

**Galadima U.Fada & Aduku Sabo**

Dept of General Studies SABS Suntai

## *Abstract*

Training and development has become a dynamic competitive niche in market environment. Human capital differentiates a great organization from a good one. Organizations particularly those with effective training and development for human resource tend to achieve both short and long term benefits. This study presents a literature review on the significant of training and development of employee on organizational sustainability. The paper adopts the survey research design to achieve the stated objective. Data were collected both from primary and secondary sources. Data collected were analyzed using simple percentages and frequencies. Findings show that training and development have impact on organizational sustainability, and also found out that productivity of employee increases as a result of training and development. To this end, this paper recommended that employee training and development programme should be properly planned; comprehensive, all inclusive, timely, adequately funded and effectively and efficiently implemented.

## **Introduction**

Employee training has the distinct role in the achievement of an organizational goal by incorporating the interests of organization and the workforce (Stone R J. Human Resource Management, 2002). Nowadays training and development is the most important factor in the business world because training increases the efficiency and the effectiveness of both employees and the organization.

The concept of sustainability has its root from the principles of sustainable development. The Bruntland report (1987) defined organizational sustainability as

“development which meets the needs of the present without compromising the ability of future generation to meet their own needs” (World Commission for Environment and Development, 1987 in McIntosh and Arora (2001). Sigma defined organizational sustainability as the capacity for continuance into the long term future, which might otherwise be described as survivability (McIntosh and Arora,2001). Opuku and Fortune (2011), McIntosh and Arora (2001) and Achkar (2005) cited in Fioland Lavenderos (2010) proposed the dimensions of sustainability to include: environmental, social, economic and

political sustainability. Fiol and Lavenderos posited that the four aspects (environmental, social, economic and political) interact among themselves. Sadly, organizations seem to have concentrated more of their efforts in achieving the economic dimension of sustainability and operate within the ambits of the political sphere while the environmental and social components are relegated to the background. Instead of developing and implementing a comprehensive annual training programme based on a budget and calendar, training staff on requisite radio broadcasting skills is considered to be haphazardly done.

### **Statement of the problem**

Training and development of the workforce in requisite skills is, thus, central to achieving sustainability goal. However, training in radio broadcasting skills seem not to be given the much deserved attention, even as human resources are the drivers of any system. There are very few studies related to the influence of skills training on organizational sustainability carried out in Europe, Asia and Australia but none found to be carried out in Nigeria.

To this end, this study is interested in examining the extent of relationship between employee skills training and development provided and organizational sustainability in Nigerian public broadcasting organization. It is not certain if the technical crew of Radio Taraba has a full

grip of the intricacies from the Power generating plant, Digital transmitter, the Links down to the Recording and Live studios to produce the best of sound quality. Effective maintenance of broadcast equipment that would avoid frequent “off-air syndrome” for minutes, hours and days experience this condition attributable to lack of technical expertise. Hence, this paper examines critically the impact of training and development on organizational sustainability.

### **Objective of the study**

The general objective of this paper is to critically examine employee training and development on organizational sustainability. Other objectives include:

- I. To determine the impact of training and development on employee productivity
- II. To examine the various types of training and development strategy

### **Literature Reviews**

#### **Theoretical Framework**

#### **Human capital theory**

The Human capital theory by Schultz (1961) and Resource-based theory of competitive advantage by Barney (1991) are both related to the study. However, the former deals with the specific aspect of employee training and education (human resource) while the latter embrace machines, materials, money, methods and men (all organizational resources). To this extent the former is better suited in relation to this study.

The Human capital theory posited that human capital consists of health and of skills and knowledge, which have economic value. The acquisition of human capital through education and training is an investment in the sense that the individual and/or organization forego current income for increased earnings potential in the future (McNabb, 1994). The theory of human capital is used to analyze the effects of human capital on productivity and income at the microeconomic and macroeconomic level. At the microeconomic level, human capital theory maintains that good health, knowledge and skills raise labor productivity, which in turn, influences economic activity and societal well-being. The relevance of this theory is to the effect that employee training gives birth to skills training which leads to the acquisition of relevant skills (human capital) that enhance performance that ultimately translates into overall sustainability of the organization.

### **Conceptual Framework**

#### **Employee Training**

Training is the organized way in which organizations provide development and enhance quality of new and existing employees. Training is viewed as a systematic approach of learning and development that improve individual, group and organization (Goldstein& Ford, 2002) in Khawaja&Nadeem (2013). Thus it is the series of activities embarked upon by organization that leads to knowledge or

skills acquisition for growing purposes. Thereby, contributing to the well-being and performance of human capital, organization, as well as the society at large. According to Manju& Suresh (2011), training serves as an act of intervention to improve organization's goods and services quality in stiff the competition by improvements in technical skills of employees.

#### **Employee Development**

Development refers to activities leading to the acquisition of new knowledge or skills for purposes of growing. Organizations provide employees with development programmes in order to enhance their capabilities. Employee development is gaining an increasingly critical and strategic imperative in organizations in the current business environment (Sheri-lynn 2007) in Abdul Hameed (2011). Thus organizations need to invest in continuous employee development in order to maintain employees as well as the organization success (Khawaja&Nadeem 2013).

#### **Organizational Sustainability**

Organizational sustainability is the ability for a group of persons to endure the internal and external pressures of a culture, through change and innovation, as they endeavour to deliver specific products (Leskar, 2009). Dyllick and Hockerts (2002) as cited Munck, Dias and Borim-de-Souza (2012) defined organizational sustainability

as the capacity of companies for leveraging their economic, social and environmental capital for contributing towards sustainable development within the political domain. Organizational sustainability is also described as a search for equilibrium between what is socially desirable, economically viable and ecologically sustainable (Silva and Quilhas, 2006 in Muncetal 2012). In the views of McIntosh & Arora (2001); Opuku & Fortune (2011) and Achkar (2005) cited in Fiol & Lavenderos (2010) for organizations to advance sustainability agenda there is need to pay attention to the Economic, Social and Environmental spheres.

- I. Economic include concerns for profit (revenue), cost savings, economic growth and research and development.
- II. Social consider issues of standard of living, education, community and equal opportunity.
- III. Political - respond to legislations, regulations, participation in decision making, public goods management structure and democracy contents.

Organizational sustainability is, therefore, the disposition of any organization in maintaining safe and healthy environmental practices, in its efforts to meet its economic motives and social concerns within the confines of the law and regulations to the benefit of all stakeholders not just in the short-term but in the foreseeable future.

Relationship between Skills Training and Organizational Sustainability Skills are abilities to do things effectively, that is, apply knowledge and personal aptitudes and attitudes in work situations. Skills, then, can be developed during training programs and improved little by little as the participants repeatedly apply a new style of behavior (International Service for National Agricultural Research (2001). Collier *et al* (2003) in Tamkin (2005) have found that increasing investment in training reduces the chance of firm closure. Businesses must resist the temptation to slash training to cut costs.

Why? Because businesses that do not invest in talent are two and a half times more likely to fail, whereas those that carry on training will recover more quickly (Denham, 2008). Employer's are re-assured that they will benefit from increased skills investment through increases in workforce productivity and in the organization's ability to innovate and to manage the challenge of globalization and technological change (Leitch, 2002 in Collier *et al*, 2000). Collier *et al* (2005) in Collier *et al* (2000) found that increased training is, in most cases, associated with a greater chance of workplace survival.

In service industries, the main source of an organization income is its staff expertise and skills. Training is also a key requirement for new recruits; proper training helps them to understand the job, its

requirements and responsibilities.

Training also increases understanding of the organizational culture. Implementing sustainability in an organization necessitates organizational learning (training). It is the key element of an effort to effectively implement sustainable development in organizations (Siebenhuner and Anold, 2007 in Opuku and Fortune, 2011). The terminology used to describe sustainable business varies by industry, and the relative priority of economic, environmental, social and political factors is influenced by sector-specific issues (Stratton, 2012).

Sustainability activities need to be designed with the consideration of costs to the environment and consumer and worker health and safety in mind from the beginning (McDonough and Braungant (1998) in Ashford (2012). A cleaner, safer and less resource intensive environment is only one of several constituents of a sustainable society. Secure and meaningful employment, providing workers with adequate purchasing power, is an essential ingredient of a sustainable and socially cohesive economy (Ashford 2012). With limited budget and resource, technology-based training programs provide organizations an effective way to offer sustained skills training. However, pre-training and post-training programs are essential instruments to pursue extended and influential success (Pochanajun, 2011).

An organization's staff is its bread and butter. If the staff is competent and well respected in the field, then the organization is more likely to be sustainable (Hauser and Huberman, 2008).

Organizations that do not see survival as a primary objective or goal should have re-think (Gross, 1968 as cited in Adewale, Abolaji and Kolade, 2011). Organizations should attempt to maintain the existing state of affairs, but essentially the larger part of their efforts is tilted toward survival (Mindy, 1998 as cited in Adewale et al, 2011).

### **Types of Training**

Zalman and Smith as cited in Rao (2010) and Nwibere et al (2009) asserted that although there are many approaches to training, the following types of training are commonly employed in present-day organizations including orientation training, skills training, team training, refresher training, cross functional training, literacy training, diversity training and creativity training. However, the ones highlighted hereunder are particularly most relevant to Radio Broadcast organizations (FRCN Training School, 2014).

- I. Orientation Training: Here, new hires get a first-hand view of what the organization stands for, how the work is carried out and how to get along with colleagues.
- II. Skills Training: This type of training is most common in organizations. It



involves training in basic skills such as reading, writing, computing, technical, speaking, listening, problem solving, presentation, production, studio management, technical, journalism, marketing, managing oneself, accounting, knowing how to learn, working as part of a team, leading others, etc.

- III. Refresher Training: This is necessitated by rapid changes in technology. They are often short-term courses that are conducted intermittently by organizations for her employees to be abreast with latest developments and emerging challenges.

### **Radio Broadcasting Skills**

These are skills peculiar to any radio broadcast outfit; public or private which are core to its operations. These could be provided from within, by its experienced staff to less experienced while externally, it is provided by FRCN Training School (FRCN Training School, 2014).

- (a.) Information Technology (IT) Skills
- (b.) Digital Studio Management Skills
- (c.) Engineering (Technical) Skills
- (d.) Journalism Skills
- (e.) Marketing Skills
- (f.) Presentation Skills
- (g.) Production Skills

### **Employee Productivity**

Productivity as defined in Oxford dictionary (2007) is the efficiency with which things are being produced. Employee productivity however is the measure of

output per unit of input economically. It is the log of net sales over total employees (Rohan & Madhumita 2012). Thus employee productivity of an economy as whole or industry could be determined.

### **4.2.6 Employee Training and Development on Productivity**

Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employees' productivity but also organizations' productivity.

Various researches indicate the positive impact of training on employees' productivity. Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to personnel (Ekaterini & Constantinos Vasilios, 2009). Rohan & Madhumita (2012) also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance. Training affects employees' behavior and their working skills which results into employees enhanced performance as well as constructive changes (Satterfield & Hughes, 2007). Training is most effective way of motivating and retaining high quality in human resources within an organization (Kate Hutchings, Cherrie J.Zhu, Brain K, Cooper, Yiming Zhang & Sijun Shao, 2009).

Also added by Lowry, Simon & Kimberley (2002), training is a way of enhancing employee commitment and maximizing employee potential.

According to Konings & Vanormelingen (2009), Colombo & Stanca (2008) and Sepulveda (2005) training is an instrument that fundamentally affects the successful accomplishment of organizations' goals and objectives. However, the optimum goal of every organization is to generate high revenue and maximize profit and a vital tool to realize this is an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided for such and therefore leading to productivity.

### Methodology

The aim of this study is focused on the impact of employee training and development on organizational sustainability. This study is based on two major sources of research.

The survey research design, theoretically, is intended to collect samples from a particular population for the purpose of analyzing the behavior and interaction of the variables that are relevant to a specific study (Linus, 2003). This method is adopted because of its economical characteristics and its potential to address the hypothesis adequately. The same methodology has been used in the similar studies conducted in Nigeria in 2011.

This study was conducted through the collection and analysis of various publications on this field. The secondary source, refer various publications that have been made in this area about empirical studies, various academic debates and analyzes the different findings. These publications have been published in various journals, conferences and books.

The primary source is based in the collection of data through questionnaires. The study is focused on the Taraba state broadcasting service. These questionnaires were completed by general manager and some, by the employees of TSBS. Data collected were analyzed using simple percentages and frequencies

### Data Analysis

**Table 1:** To test whether training and development have impact on organizational sustainability

**TABLE 5: RESPONSES FROM QUESTION**

Responses	Managers	Percentage	Employee	Percentage
Strongly Agreed	10	40	10	40
Agreed	13	52	15	60
Strongly Disagreed	0	0	0	0
Disagreed	2	8	0	0
<b>Total</b>	<b>25</b>	<b>100</b>	<b>25</b>	<b>100</b>

**Source:** Field Survey (2017)

## INTRODUCTION

If one thing is abundant on earth to the point of near ubiquity, it is water, yet today it has become scarce, something we pay for. Public water supply remained exclusive for the rich in the state (Taraba).

In this research we exposed our readers to what water is, and the uses of water, we have gone further to its sources, distribution, pollution and control of such pollution and the effects to the environment and economic impact to the economy of Taraba State.

### Introduction

For the purpose of this study, this research was specifically conducted based on the following scope.

- ❖ What is water?
- ❖ Uses of water
- ❖ Sources of water
- ❖ Distribution of water
- ❖ Water pollution
- ❖ Control of water pollution
- ❖ The effect on environment

Water is a substance or liquid which is consumed by all living organism and is composed of the following attributes: tasteless, colourless and odourless. Water is an essential resource for all life on the planet. Of the water resources on earth only 3% of it is fresh and two-third of the fresh water is locked up in ice-caps and glaciers of the remaining 1%, a fifth is in remote inaccessible areas and much seasonal rainfall in monsoonal deluges and floods

cannot easily be used. At present only about 0.08% of the word fresh water is exploited by mankind is ever increasing demand for sanitation, drinking, manufacturing, leisure and agriculture.

An assessment of water resource management in Agriculture was conducted in 2007 by the international water management institute in Sri Lanka to see if the world had sufficient water to provide food for its growing population. It's assessed the current availability of water in Agriculture on a global scale and mapped out location suffering from water scarcity. It fund that a fifth of the world's people, more than 1.2 billion lives in areas of physical water scarcity where more is not enough water to meet up demands.

A further 1.6 billion people lives in areas experiencing economic water scarcity, where the lack of investment in water or insufficient human capacity make it impossible for authorities to satisfy the demand for water.

The report found that it will possible to produce the food required in future but the continuation of today's food production and environmental trends will lead to crises in many parts of the world.

Regarding food production, the World Bank target Agricultural food production and water resource management as an increasingly water issue that is fostering an important and growing debate, this research therefore intends to brings a



From the table 1 above, both managers and employees agreed that the training and development have impact on organizational sustainability This is seen from the number of respondents that strongly agreed which are 13(52%) and 15(60%) for both managers and employees. Based on the analysis above, we can concludes that, training and development have impact on organizational sustainability.

**Table 2:** To test whether training and development has impact on organizational productivity

**TABLE 5: RESPONSES FROM QUESTION**

Responses	Managers	Percentage	Employee	Percentage
Strongly Agreed	7	28	5	20
Agreed	16	64	17	68
Strongly Disagreed	0	0	0	0
Disagreed	2	8	3	12
<b>Total</b>	<b>25</b>	<b>100</b>	<b>25</b>	<b>100</b>

**Source:** Field Survey (2017)

From the table 2 above, both managers and employees agreed that the training and development has impact on organizational productivity. This is seen from the number of respondents that strongly agreed which are 16(64%) and 17(68%) for both managers and employees. We then draw inference that training and development has great impact on employee productivity.

## FINDINGS

This paper examined critically the impact of employee training and development on organizational sustainability with particular reference to Taraba state broadcasting service. Based on the analysis of data collected, the following findings of the study were revealed:

- I. The study found out that training and development have impact on organizational sustainability
- II. The researcher also found out that productivity of employee increases as a result of training and development

## Discussion of Results

This study empirically tested the impact of employee training and development on organizational sustainability. The result confirmed that there is a positive relationship between skills provided through training and development on organizational sustainability in TSBS. The findings of this study is in line with the findings of Marhatta and Adhikari (2006), Kramar and Hariadi (2010), Afzal and Lim (2013), Padmanaban and Shakeel-UI-

Rehman (2013) and Patil and Chettarjee (2014) they found that many organizations provide employees training or skills training but many are yet to use it as a sustainability strategy. Most importantly, their studies found that employee training (skills training) contributes to organizational sustainability, implying a positive relationship between them.

The findings of this study also addressed the gap in literature because the study is the first of its kind and has provided empirical evidence in the relationship between variety of skills provided through training and development on organizational sustainability. The mean levels of skills training provided and organizational sustainability are on the average, therefore needs improvement. Therefore, organizations need to continually train and retrain her workforce on relevant skills that will bring about optimal job performance ultimately for the sustenance of the organization.

## **C O N C L U S I O N        A N D R E C O M M E N T A T I O N**

### **Conclusion**

Conclusively, training and Development has positive effect on Organizational Performance, training and development is very important for an organization to compete with this challenging and changing world. Training and development is basically directly related to employee but its ultimate effect

goes to organization because the end user is organization itself. This study will help organization to understand the importance of Training and Development. It will also help organization to understand which factors are important to keep in mind during the training and how a good training can be delivering to their employees. It will help them to understand that it is very necessary for them to give training to their employees so that they could perform the assign task in a better way.

### **Recommendations**

To this end, this paper recommended that employee training and development programme should be properly planned; comprehensive, all inclusive, timely, adequately funded and effectively and efficiently implemented. This, no doubt, will forestall poor sound quality, epileptic IT service, poorly recorded programmes, poorly packaged production, ineffective journalism, inefficient marketing and faulty presentation and engender competent employees with the right skills to optimally inform, educate and entertain the public.

Also recommend that all organizations should provide Training and development of their employees. We already have discussed that Training and Development have advantages not only for employee but the ultimate benefit is for the organization itself. If the performance of the employee is not good it will affect the whole organization.

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