IMPACT OF STAFF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE; A CASE OF UNICEF SOUTH SUDAN SUPPORT CENTER, JUBA. A DESCRIPTIVE STUDY.

John Matip Gatluok Lindit Ruah[a], Onyango Godfery[a], Muhamad SSendagi[b]*
[a]School of Post Graduate, Kampala University.
[b]School of Economics and Business, Kigali Independent University.

ABSTRACT.

Introduction:
The purpose of this study was to determine the impact of staff training and development on employee performance; a case of UNICEF South Sudan Support Centre Juba.

Methodology:
The study used a descriptive research design. The population of this study comprised all the employees of the UNICEF South Sudan Support Centre in Juba. The census technique was used in the study to select the respondents from the list of employees provided by the human resource department to capture the entire population, thus, the sample size of the study was 122. Primary information for the study was gathered utilizing an organized questionnaire. Data was analyzed using SPSS version 20 to determine the proportions and frequency of the variables. Correlation tests were used to draw inferences about the population from the samples.

Results:
72.8% of the respondents were female and 27.2% were male. The study showed that UNICEF South Sudan employees were trained to acquire and improve their knowledge, skills, and attitudes towards their work as shown by 47.8% of the respondents that agreed compared to the 23.9% that disagreed with the statement. The study showed that, when the employees were new recruits in the organization, they were given a mentor to guide and train them as shown by 57.6% of the respondents who agreed compared to the 42.4% who disagreed with the statement.

Conclusion:
UNICEF South Sudan employees acquire training to improve their knowledge, skills, and attitudes towards their work and confidence in the job.

Recommendation:
When a company puts its employees through training programs, it must ensure that they are efficient and relevant to the employees' tasks in the organization as it is estimated that only 20-30% of training given to employees is used in the month later.

Corresponding author: *Muhamad SSendagi[b]**
Email: *Sendagimoh@gmail.com*
School Of Economics and Business, Kigali Independent University.

BACKGROUND OF THE STUDY.

The performance of employees is a concern for any organization because it determines whether the organization meets its targets and goals (Tilahun, 2019). Various resources are necessary for an organization to succeed and meet its targets, and this includes the human resource or employees (*Tilahun*, 2019.). To encourage performance, companies should create a strong and positive relationship with their employees and direct them toward task fulfillment. To achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance (Umaru et al., 2021). Nevertheless, just a few organizations consider human capital as being their main asset, capable of leading them to success or if not managed properly, to decline. This implies that, if employees are not satisfied with their jobs and are not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success (*Motivation and Performance at Work.*, 2016.).

Training and development by any means is essential and substantial to any organization as it is beneficial for the employees and the organization alike, one way of augmenting

the training and learning process is setting up a virtual laboratory via interactive simulation (*Tilahun*, 2019.). Usually, training refers to some special skills, knowledge, and abilities to perform job tasks in a better way by utilizing available resources judiciously.

According to Wognum (2011), training and development needs may occur in three organizational levels namely; one, strategic level where needs are determined by top management while considering the organization's goals, mission, strategy, and problems, which need to be resolved or fixed; two, tactical level where needs are determined with middle management while considering developments needs coordination and cooperation between (*Malual Ayak 2011*)organization units; and three, operational level where needs are determined with lower executive management and other employees while considering problems related to operations such as performance problems of individual workers and departments in the subject.

Training staff is one of the most important potential motivators that can lead to both short-term and long-term benefits for individuals and organizations (Cole, 2011) *Chegg. Com*,2003). (Kemoh, 2016) , Cole (2011) further states that there are so many benefits associated with training, which include: high morale - employees who receive training have increased confidence and motivations; lower cost of production - training eliminates risks because trained personnel can make better and more economical use of materials and equipment thereby reducing and avoiding waste; lower turnover - training brings a sense of security to the workplace which in turn, reduces labor turnover and absenteeism is avoided; change management - training

helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations; provides recognition, enhanced responsibility, and

the possibility of increased pay and promotion; and helps to improve the availability and (Kemoh, 2016) quality of staff.

The purpose of this study was to determine the impact of training and development on employee performance at UNICEF using the case of UNICEF South Sudan Support Centre, Juba.

METHODOLOGY.

Research Design.

The study adopted a descriptive research design according to the research design. According to Thornhill (2011), the key purpose of descriptive research is that it describes affairs as they exist and involves the collection of data to test hypotheses regarding the current status of the study subject.

Study setting.

UNICEF South Sudan is located in the heart of the city-long Ministry Road central equatorial state, Juba the capital city. The research was undertaken with a review of data and activities undertaken between 2017 -2019. The researcher carried out his research for the period of three months from March to May 2019 about the impact of motivation on employee performance in an organization.

Target Population.

The population comprised all the employees of UNICEF South Sudan Support Centre in Juba (122 in total) because they were the basis of the study and provided the relevant answers to the study questions. The study population comprised all the staff members who came from various departments within the organization.

Table 1 Population sample size and sampling technique.

	Population	Sample size	Sampling Technique
Program	93	93	Census
Administration and Finance	12	12	Census
Human Resource	6	6	Census
Supply	11	11	Census
Total	122	122	Census

Source: UNICEF (2018)

Sampling Frame.

The sampling frame for the study consisted of a list of all employees that worked at UNICEF South Sudan Support Centre and it was obtained from the Human Resources department.

Sampling Technique.

The census technique was used in the study to select the

respondents from the list of employees provided by the human resource department to capture the entire population. This procedure was chosen by the specialist since it gave a genuine measure of the population with no sampling error, it likewise set benchmark information that was obtained for future studies, and it offered point-by-point data about the little sub-bunches inside the population.

Sample Size.

Given that the nature of the sampling technique selected for the study was a census, the sample size of the study was all the 122 employees source that worked at the Support Centre in UNICEF South Sudan is based in Juba.

Data Collection.

The researcher used primary data and secondary data.

Data collection instruments.

Questionnaires were used as a tool to collect primary and secondary data. The questionnaires were issued to the respondents through informal self-introduction. Each entity within the questionnaire was developed to tackle a specific research question to fit best in the research problem. Structured questionnaires were more convenient since employees were busy people and it was expected that they would have less time to take part in oral interviews.

Validity and Reliability.

Validity.

The questionnaires were issued to the respondents through informal self-introduction. Each entity within the questionnaire was developed to tackle a specific research question to fit best in the research problem within three months from the time of issue.

Reliability.

Structured questionnaires were more convenient and reliable since employees were busy people and it was expected that they would have less time to take part in oral interviews. It is worth mentioning that; the study has not covered the research sites extensively due to insecurity as a result of the ongoing war this has been the case for the two phases. However, for the quantitative phase, constant electricity and efficient internet were issues that hindered the research since part of the study was conducted online making it difficult for recruiting individuals who lack the services. The instrument used for the quantitative study needs improvement so that it can yield a better Cronbach alpha for the reliability of the constructs.

Research Procedure.

A letter of introduction was picked from the school of postgraduate, Kampala University and this allowed the researcher to carry on with his study as per the ethical guidance required of the student.

Data Analysis Methods.

Data was analyzed using SPSS version 20 and data was presented in the form of tables and graphs.

Data Collection Instrument.

We employed a self-administered questionnaire of descriptive type to collect primary data before analyzing. This questionnaire is convenient in many ways. Firstly, the respondents answer at their convenience. Secondly, there is no need to set up interview appointments. Furthermore, no interviewer is present to inject bias in the way of questions asked. Moreover, the low cost-per-completion makes it an economical method of surveying large samples.

Data Analysis and Presentation.

We used SPSS (Statistical Package for the Social Scientists) as a data management and statistical analysis tool which has a very versatile data processing capability. It is an electronically stored questionnaire data. Data is stored in a spreadsheet-like table similar to that of Microsoft Excel. It also generates routine descriptive statistical data for question responses, such as frequency counts of closed questions, distribution of multiple-choice question responses, etc. It creates graphical presentations of questionnaire data for reporting, presentations, or publication which also explores relationships between responses to different questions collating open question responses.

RESULTS.

Gender.

The respondents were asked to indicate their gender and the results were as shown. Figure 1 shows that 72.8% of the respondents were female and 27.2% were male. The majority of the respondents were female, thus indicating that UNICEF South Sudan Support Centre had more female employees compared to male employees.
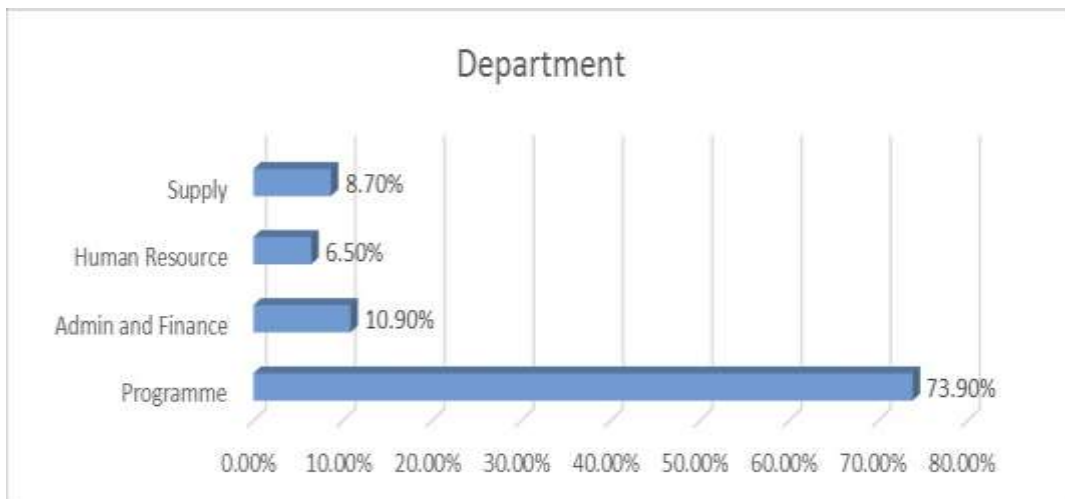
Figure 1 Gender of Respondents.
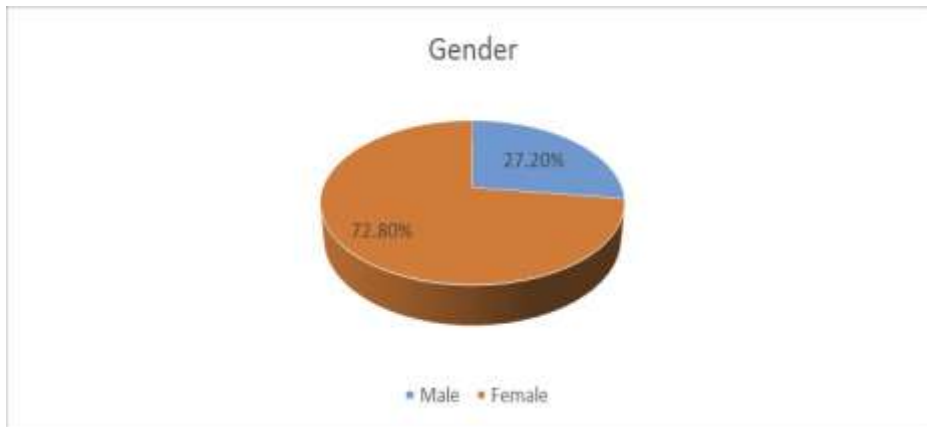
Department.

The respondents were asked to indicate the department they worked in and the results were as shown. Figure 2 shows that 73.9% of the respondents worked in the programmed department, 10.9% were in administration and finance, 8.7% were in supply and 6.5% were in human resources. These results are in tandem with the population distribution that indicated the program department bore the majority of the respondents.

Figure 2: Department Worked.

Years Worked in the Department.

The respondents were asked to indicate the number of years they had worked within their departments and the results were as shown. Figure 3 shows that 75% of the respondents had worked for 1-5 years, 13% had worked for 11-15 years, 8.7% had worked for 16-20 years and 3.3% had worked for 6-10 years within their various departments. This showed that the majority of the respondents had settled into new departments within the organization.

Figure 3 Years Worked within the Department.
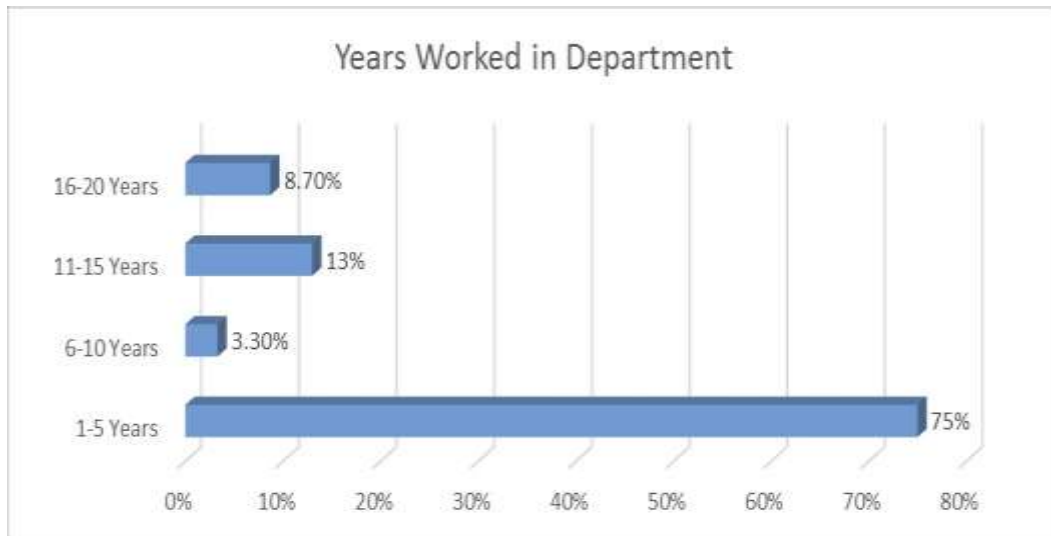
Target Population.

For this study, employees with different designations and experience levels were chosen as the target population over 5 branches of Karmosansthan Bank Limited. A total of 130 people were chosen and they were provided with the questionnaire. Their answers were collected as primary data. Afterward, these data were analyzed to get an overall idea regarding the impact of motivation on different stages.

Table 2; Showing Target Population.

KBL Branch	Frequency	Number of Employees Interviewed
Branch 1	1	30
Branch 2	1	25
Branch 3	1	25
Branch 4	1	25
Branch 5	1	25
Total		130

Sampling Design and Size.

A sample of about 130 people was selected from the target population, based on their designation and experience level. The sampling was done using a stratified random sampling method, in which the population is divided into groups (in this case, designation-wise and experience-wise) based on factors that may influence the effect of motivation. In stratified random sampling, the strata (groups) are formed based on members' shared attributes or characteristics. Its advantages include minimizing sample selection bias and ensuring certain segments of the population are not overrepresented or underrepresented.

Table 3: Showing Sample.

KBL Branch	Frequency	Sample Size	No. of Respondent	Sample Population
Branch 1	1	1	30	30
Branch 2	1	1	25	25
Branch 3	1	1	25	25
Branch 4	1	1	25	25
Branch 5	1	1	25	25
Total				130

Years Worked at UNICEF.

The respondents were asked to indicate the number of years they had worked in the organization (UNICEF South Sudan) and the results were as shown. Figure 4.4 shows that 51.1% of the respondents had worked for UNICEF South Sudan for 1-5 years, 25% had worked for less than a year, 7.6% had equally worked for 6-10 years and above 21 years, 6.5% had worked for 16-20 years, and 2.2% had worked for UNICEF South Sudan for 11-15 years. This showed that the majority of the respondents had worked for UNICEF South Sudan between 1 month and 5 years, which explains the number of years worked within the various departments.

Figure 4 Years Worked at UNICEF South Sudan.
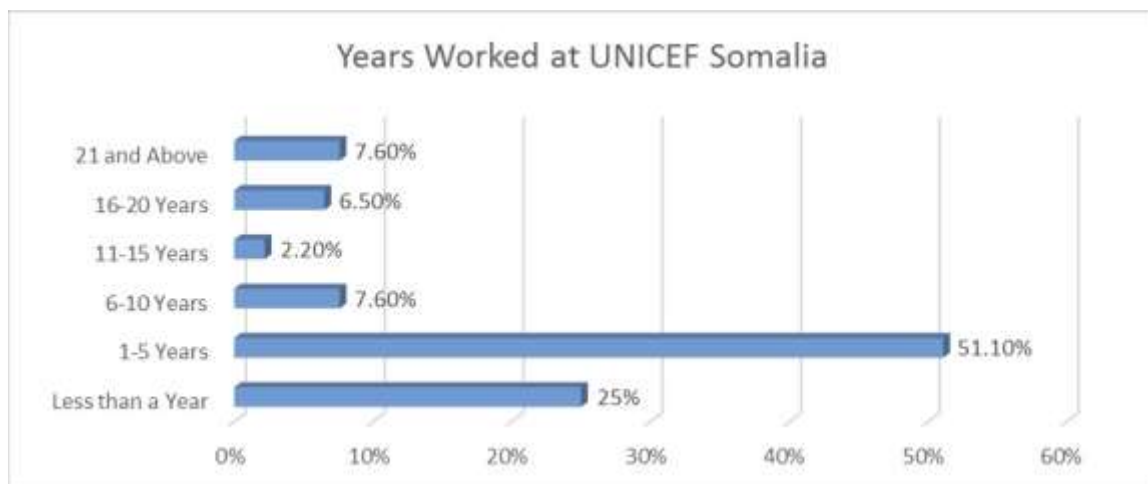
Impact of Staff Training and Development on Employee Performance.

The respondents were asked to rate various staff training and development factors using the scale 'SD=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree'.

Employee Training.

The respondents were asked to indicate whether they were trained to acquire and improve their knowledge and skills and the results were as shown. Table 4.13 shows that 23.9% disagreed, 28.3% were neutral, 32.6% agreed and 15.2% strongly agreed. This indicates that the employees are trained to acquire and improve their knowledge, skills, and attitudes towards their work.

Table 4 Employee Training.

employee Training	Frequency	Percentage
Strongly Disagree	0	0
Disagree	22	23.9
Neutral	26	28.3
Agree	30	32.6
Strongly Agree	14	15.2
Total	92	100

Source: Survey Data (2018)

Job Security.

The respondents were asked to indicate whether their training facilitated their sense of security at their workplace and the results were as shown. Table 5 shows that 28.3% were neutral, 27.2% agreed and 44.6% strongly agreed. This indicates that, since employees were trained, they have built a sense of security at their workplace.

Table 5: Job Security.

| Job Security	Frequency	Percentage
Strongly Disagree	0	0
Disagree	0	0
Neutral	26	28.3
Agree	25	27.2
Strongly Agree	41	44.6
Total	92	100

Source: Survey Data (2018)

Employee Change Management.

The respondents were asked to indicate whether their training has helped them manage changes that have occurred by increasing their understanding and involvement in new situations and the results were as shown. Figure 5 shows that 15.2% were neutral, 37% agreed and 47.8% strongly agreed. This shows that employee training has helped them manage changes that have occurred by increasing their understanding and involvement and also adjusting to new situations.

**Figure 5 Employee Change Management.**
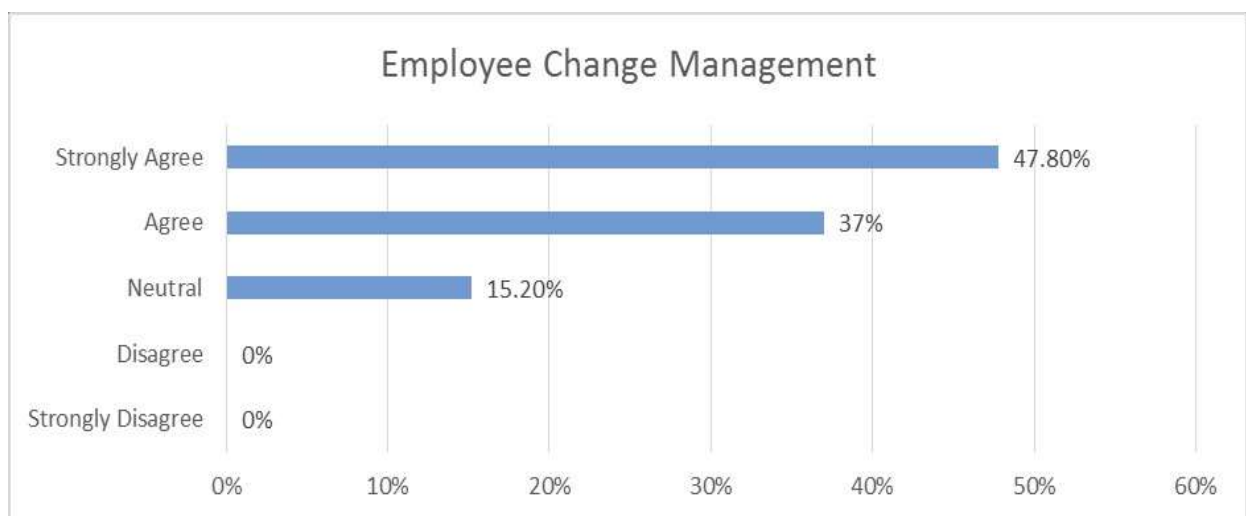
Employee Courses.

The respondents were asked to indicate whether they undertake courses and programs when they are off work to increase their Skill level and the results were as shown. Figure 6 shows that 23.9% were neutral, 52% agreed and 23.9% strongly agreed. These results show that employees undertake courses and programs when they are off work to increase their skill level.

Figure 6: Employee courses.
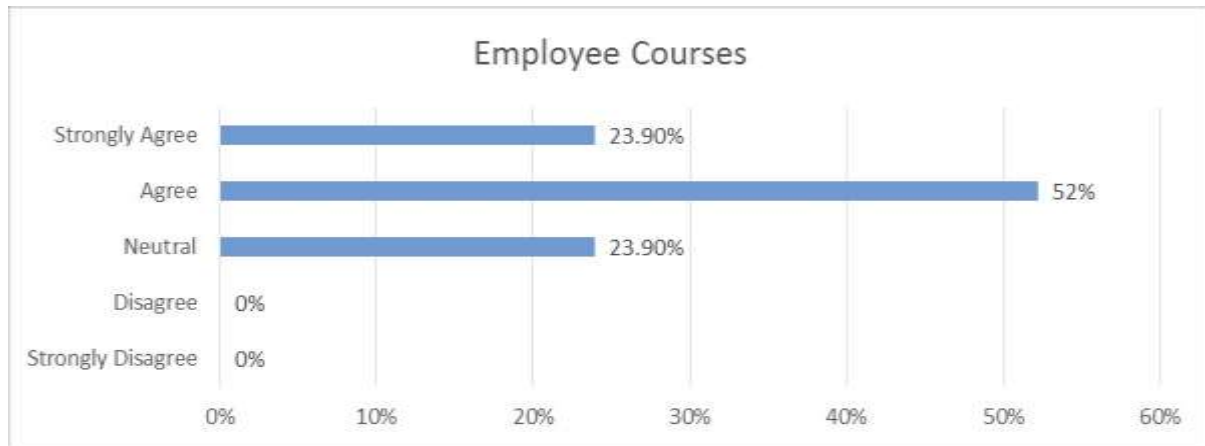
Internal Transfers.

The respondents were asked to indicate whether employees have developed their skills within the organization through internal transfers and the results were as shown. Table 6 shows that 39.1% disagreed, 23.9% were neutral, 29.3% agreed and 7.6% strongly agreed. This indicates that employees have not developed their skills within an organization through internal transfers.

Table 6: Internal Transfers.

Internal Transfers	Frequency	Percentage
Strongly Disagree	0	0
Disagree	36	39.1
Neutral	22	23.9
Agree	27	29.3
Strongly Agree	7	7.6
Total	92	100

Source: Survey Data (2018)

Provision of a Mentor.

The respondents were asked to indicate whether as recruits in the organization, they were given a mentor to guide and train them and the results were as shown. Table 7 shows that 16.3% strongly disagreed, 26.1% disagreed, 50% agreed and 7.6% strongly agreed. This indicates that while the employees were recruits in the organization, they were given a mentor to guide and train them.

Table 7 Provision of a Mentor.

Provision of a Mentor	Frequency	Percentage
Strongly Disagree	15	16.3
Disagree	24	26.1
Neutral	0	0
Agree	46	50
Strongly Agree	7	7.6
Total	92	100

Source: Survey Data (2018)

Employee Orientation.

The respondents were asked to indicate whether their orientation in the organization helped them to familiarize themselves as well as get training while on the job and the results were as shown. Figure 7 shows that 16.3% strongly disagreed,

39.1% disagreed, 37% agreed and 7.6% strongly agreed. This indicates that employee orientation in the organization did not

help employees in familiarizing themselves as well as getting training while on the job.

Figure 7: Employee Orientation.
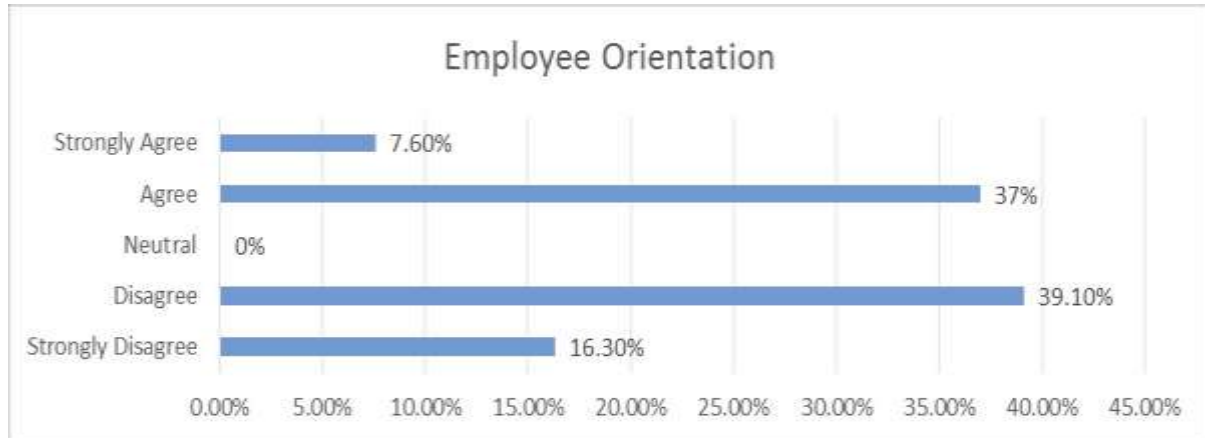
Competitive Advantage.

The respondents were asked to indicate whether training has placed the organizations in a better position to face competition

and the results were as shown. Table 8 shows that 13% strongly disagreed, 23.9% disagreed, 15.2% were neutral, 37% agreed and 10.9% strongly agreed. This indicates that employee training has placed organizations in a better position to face competition and stay at the top.

Table 8: Competitive Advantage.

| Competitive Advantage	Frequency	Percentage
Strongly Disagree	12	13
Disagree	22	23.9
Neutral	14	15.2
Agree	34	37
Strongly Agree	10	10.9
Total	92	100

Source: Survey Data (2018)

Performance Bridging.

The respondents were asked to indicate whether training has facilitated the bridging of the performance gap by implementing a relevant training intervention and the results were as shown. Figure 8 shows that 13% strongly disagreed,

39.1% were neutral, 33% agreed and 15.2% strongly agreed. This shows that training in the organization has facilitated the bridging of the performance gap by implementing a relevant training intervention that enhances employee performance.

Figure 8: Performance bridging.
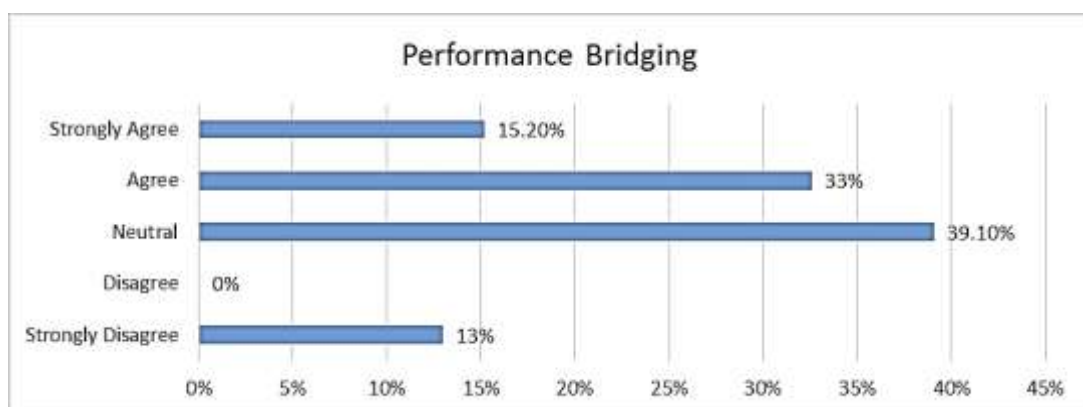
Employee Training and Morale	Frequency	Percentage
Strongly Disagree	0	0
Disagree	0	0
Neutral	14	15.2
Agree	23	25
Strongly Agree	55	59.8
Total	92	100

Employee Training and Morale.

The respondents were asked to indicate whether training gives them high morale and the results were as shown. Table 9 shows that 15.2% were neutral, 25% agreed and 59.8% strongly agreed. These results show that training gives employees high morale since they become more confident and feel motivated.

Table 9: Employee morale.

Relationship between Training and Development and Employee Performance.

The Pearson correlation test was conducted on the training and development factors to determine the significance of the factors (the independent variables) and their impact on employee performance (the dependent variable). The study required a P value ranging between 0.0 and 0.05 for significant factors.

Table 10. Relationship between Employee Training and Performance.

Training and Development Correlations	
Employee training to acquire and improve their knowledge, skills, and	.844"
attitudes towards their work	.000
Training gives employees high morale and builds their confidence levels	.086
.413	
Employee training facilitates the building of a sense of security within the	.233'
workplace	.026
Training helping employees to manage organizational changes	.271"
.009	
Employees undertaking courses and programs when off work to increase	.280"
their skill level	
Employees developing their skills within the organization through internal	.759"
transfers	.000
Recruits in the organization being given mentor(s) to guide and train	.408"
them	.000
Staff orientation that facilitates their familiarization and training on the job	.789"
.000	
Staff training places the organizations in a better position to face	.938"
competition	.000
Training in the organization facilitating the bridging of the performance gap	.905"
.000	

Table 10 shows that employee training to acquire and improve their knowledge, skills and attitudes towards their work were significant to employee performance (P=0.000). Training giving employees high morale and building their confidence levels was insignificant (P=0.413). Employee training facilitates the building of a sense of security within the workplace was significant (P=0.026). Training helping employees to manage organizational changes were significant (P=0.009). Employees undertaking courses and programs when off work to increase their skill level was significant (P=0.007). Employees developing their skills within the organization through internal transfers was significant (P=0.000). New recruits in the organization being given mentor(s) to guide and train them was significant

(P=0.000). Staff orientation that facilitates their familiarization and training on the job was significant (P=0.000). Staff training places organizations in a better

DISCUSSION OF FINDINGS.

The study showed that UNICEF South Sudan employees were trained to acquire and improve their knowledge, skills, and attitudes towards their work as shown by 47.8% of the respondents that agreed compared to the 23.9% that disagreed with the statement. These results concur with Cole (2011) who states that the main purpose of training is to acquire and improve knowledge, skills, and attitudes towards work-related tasks.

The study revealed that the training received, gave employees high morale since they became more confident and felt motivated as shown by 84.8% of the respondents that agreed compared to none that disagreed with the statement. These results concur with Cole (2011) who states that there are many benefits associated with training, which include: high morale and states that, employees who receive training have increased confidence and motivation; lower cost of production, and lower turnover rate.

The study showed that the training given to UNICEF South Sudan employees had built a sense of security for them at their workplace as shown by 71.7% of the respondents that agreed compared to none that disagreed with the statement. These results concur with Cole (2011) who states that training brings a sense of security to the workplace which in turn reduces labor turnover and absenteeism.

The study showed that employee training had helped them manage changes that had occurred by increasing their understanding and involvement and also adjusting to new situations as shown by 84.8% of the respondents that agreed compared to none that disagreed with the statement. These results concur with Cole (2011) who states that training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations. Cole (2011) further states that training provides the skills and abilities needed to adjust to new situations; provides recognition, enhanced responsibility, and the possibility of increased pay and promotion; and helps to improve the availability and quality of staff.

From the study, it was revealed that employees are UNICEF South Sudan undertook courses and programs when they were off work to increase their skill level as shown by 76.1% of the respondents that agreed compared to none that disagreed with the statement. These results concur with Harrison (2010) who states that employees may undertake courses and programs while completely off work for a certain duration of time or be present for work on a part-time basis.

The study also showed that the employees at UNICEF South Sudan had not developed their skills within the organization

position to face competition was significant (P=0.000). Training in the organization facilitating the bridging of the performance gap was significant (P=0.000).

through internal transfers as shown by 39.1% of the respondents who disagreed compared to the 36.9% who agreed to the statement. These results differ with McCourt & Eldridge (2013) who state that job rotation and transfers are a way of developing employee skills within an organization that involves movements of employees from one official responsibility to another for example taking on a higher rank position within the organization, and one branch of the organization to another.

The study showed that, when the employees were new recruits in the organization, they were given a mentor to guide and train them as shown by 57.6% of the respondents that agreed compared to the 42.4% that disagreed with the statement. These results concur with Torrington et al. (2005) who state that, mentoring offers a wide range of advantages for development of the responsibility and relationship building (Kemoh, 2016). It also concurs with McCourt & Eldridge (2013) who state that, the practice is often applied to newly recruited graduates in the organization by being attached to mentors who might be their immediate managers or another senior manager (Mugere *Tonny*, 2020.).

The study revealed that the orientation of new employees in the organization did not help them to familiarize themselves as well as get training while on the job as shown by 55.4% of the respondents that disagreed compared to the 44.6% that agreed with the statement. These results differ from Wognum (2011) who states that orientation involves getting new employees familiarized and trained on the new job within an organization. During this process, they are exposed to different undertakings for example the nature of their new work, how to take on their identified tasks and responsibilities and what is generally expected of the employees by the organization.

The study showed that employee training had placed the organizations in a better position to face competition and stay at the top as shown by 47.9% of the respondents that agreed compared to the 36.9% that disagreed with the statement. These outcomes agree with Wright and Geroy (2011) who express that, employee training plays an imperative part in enhancing performance and also expanding profitability (Kemoh, 2016). This thus prompts putting the organization in a better position to face rivalry and stay at the top.

The study revealed that training in the organization had facilitated the bridging of the performance gap by implementing relevant training interventions that enhance employee performance as shown by 47.9% of the respondents that agreed compared to the 13% that disagreed with the statement. These results concur with Swartet al. (2005) who express that, crossing over the performance gap refers to actualizing an important preparing mediation for creating specific skills and abilities of the employees and upgrading employees' performance.

GENERALIZABILITY.

The results were limited in terms of generalizability, and thus not a complete representative of the entire organization and all other NGOs and other industries within the country

CONCLUSIONS.

The study concludes that UNICEF South Sudan employees acquire training aimed at improving their knowledge, skills, and attitudes towards their work, as well as increasing their morale and confidence in the job.

The employees in the organization have a sense of security built from their training and this facilitated their ability to manage changes and new situations that occurred within the organization.
Employees at UNICEF South Sudan undertook courses and programs when they were off work to increase their skill level to enhance their security on the job since they had noticed that they would not develop their skills within the organization through things like internal transfers.

Employee training had, however, placed the organizations in a better position to face competition and stay at the top, and it had facilitated the bridging of the performance gap by implementing a relevant training intervention that enhanced employee performance.

RECOMMENDATIONS.

When a company puts its employees through training programs, it must ensure that they are efficient and relevant to the employees' tasks in the organization as it is estimated that only 20-30% of training given to employees is used in the month later. To help mitigate this issue, some general principles should be followed to increase employees' desire to take part in the program. These include:
Self-efficacy: This means to increase the learner's belief that they can fully comprehend the teachings.
Attitude: An uncooperative attitude towards learning could hinder the individual's capability to grasp the knowledge being provided.
Competence: This is the skill an individual develops that enables them to make good decisions efficiently.
External motivators: These are the behaviors individuals present when a reward or extrinsic goal is given to them.

ACKNOWLEDGEMENT.

ABBREVIATIONS.

NGOs: Non-Governmental Organization
UN: United Nations
UNICEF: United Nations International Children's Emergency Fund
SPSS: Statistical Package for Social Scientists.
SS: South Sudan
USA: United States of America

CONFLICT OF INTEREST.

No conflict of interest

SOURCE OF FUNDING.

REFERENCES.

1. Cole, G. A. (2011). Personnel and human resource management. (5th Ed.). London, UK: York Publishers.

2. Harrison, R. (2010). Employee Development. Silver Lakes, Pretoria: Beekman Publishing.

3. McCourt, W., & Eldridge, D. (2013). Global human resource management managing people in developing and transitional countries. London, UK: Edward Elgar.

4. Swart, J., Mann, C., Brown, S., & Price, A. (2005). Human Resource Development: Strategy and Tactics. Oxford, OX: Elsevier Butterworth-Heinemann Publications.

5. Thornhill, A. (2011). Research Methods for

Business Students. (6th Ed.). Upper Saddle Rever, NJ: Pearson Education.

6. Torrington, D., Hall, L., & Taylor, S. (2005). Human Resource Management. (6th Ed.). London, UK: Prentice Hall.

7. Wognum, A. A. M. (2011). Vertical Integration of HRD Policy within Companies. Human Resource Development International, 4(3), 407-421.

8. Wright, P., &Geroy, D. G. (2011). Changing the mindset: the training myth and the need for world-class performance.International Journal of Human Resource Management, 12(4), 586-600.

9. *(99+) EMPLOYEE TRAINING APPROACHES | mugere tonny—Academia.edu*. (2020.). Retrieved February 2, 2024, from https://www.academia.edu/41678651/EMPLOYEE_T RAINING_APPROACHES

10. *Benefits of Training towards Employees The main | Chegg.com*. (n.d.). Retrieved January 31, 2024, from https://www.chegg.com/homework-help/questions-and-answers/benefits-training-towards-employees-main-purpose-training-acquire-improve-knowledge-skills-q51177388

11. Kemoh, L. (2016). *The Impact Of Motivation On Employees Performance In An Organization: A Case Of Unicef Somalia Support Centre, Nairobi.* https://www.academia.edu/en/73419883/The_Impact _Of_Motivation_On_Employees_Performance_In_A n_Organization_A_Case_Of_Unicef_Somalia_Suppo rt_Centre_Nairobi

12. *Malual Ayak 2011 conducted a study on the role of motivation on employee | Course Hero*. (n.d.). Retrieved January 31, 2024, from https://www.coursehero.com/file/p7l6oo6n/Malual-Ayak-2011-conducted-a-study-on-the-role-of-motivation-on-employee/

13. *Motivation and Performance at Work.* (n.d.). Retrieved January 31, 2024, from https://www.linkedin.com/pulse/motivation-performance-work-telloo-soujyotysha

14. *Tilahun—ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES.pdf*. (n.d.). Retrieved January 31,2024, fromhttp://repository.smuc.edu.et/bitstream/12345678 9/4903/1/yonatan%20tilahun%20the%20effect%20of %20motivation%20on%20employees%20performanc e.pdf

15. Umaru, H., Monde, A. M. B., Abibu, A. O., & Abubakar, M. I. (2021). AN EMPIRICAL STUDY ON EFFECTS OF MOTIVATION ON HIGHER EDUCATION LECTURER'S PERFORMANCE: MODERATING EFFECT OF WORKING CONDITION. *JOURNAL OF ECONOMICS AND ALLIED RESEARCH*, *6*(2), Article 2.

Publisher details.