

The impact of efficient training and development on employee job satisfaction

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Abstract

Training and development have a significant impact on employee job satisfaction. This paper's main objective was to investigate whether training and development impact employees' job satisfaction in the banking sector of Pakistan. The paper is quantitative. Data for the paper has been collected through primary sources, such as questionnaires and surveys. The data have been checked through statistical software to find the impact of training and development on employees' job satisfaction. Training and Development (independent) and Employees' Job satisfaction (dependent) were two variables. To investigate whether training and development impact employees' job satisfaction in the banking sector of Pakistan, five branches of the National Bank of Pakistan (NBP) from the Karachi region were selected for the study. Eighty questionnaires were distributed for the collection of data. Descriptive statistics tools in SPSS were applied to the questionnaire to see its reliability and consistency. The goal was to see whether training and development impact employees' job satisfaction. The data were analysed and discussed. The result showed a significant relationship between the variables; Pearson correlation was used in the study, and Cronbach's alpha for each questionnaire was obtained. The frequency distribution was used to see the individual results of the study. Relevant literature was also studied about topics related to this research. Recommendations and conclusions form the last part of this paper.

Keywords: Training, Development, Employees, Job satisfaction

Introduction

Staff training and development programmes assist employees in maintaining and enhancing their skills and knowledge in ways that benefit the firm as a whole. Thus, the peculiarities of employees pose less of a problem, and any necessary training or behavioural adjustments are implemented in a highly systematic manner. People frequently use "training and development," sometimes known as "learning and development," to refer to the formal, on-the-job training offered to employees to increase their productivity and, ultimately, the company's bottom line.

Training and development programmes are intended to help employees improve their job performance and motivate them to do their best to be considered for promotions and salary increases during annual performance reviews. The skill- and knowledge-boosting bustle is a source of the additional training and knowledge necessary to enhance performance. Even though training and development are two distinct HR responsibilities, they complement each other well to benefit employees. All of these are beneficial to the worker. Training is a short-term, reactive procedure used for operational objectives, whereas development is a continuing process utilised for executive responsibilities. Training in HRM is intended to provide employees with the essential skills and information, whereas development is intended to assist employees in becoming more well-rounded. When a company's top leaders see a skills gap, they frequently initiate a training programme as part of a more significant initiative to prepare the organisation for a change in leadership. Every organization's primary purpose should be to increase operational efficiency, but this can only be accomplished with competent people. As a result of management reform, firms implemented the performance management system to increase job satisfaction (Sharif, 2002). In recent years, the banking industry has also made many modifications based on how well they function (Downs, Chadbourne, & Hogan, 2000; Gleeson & Husbands, 2001).

Organizational, procedural, and individual factors impact the overall efficiency of an organization. The connections between these three levels reveal how businesspeople perceive things. The organisation advances toward its ultimate objective by utilising training and enhancement techniques. Not only do these standards benefit the company as a whole, but they also benefit the employees. Training and development programmes benefit both the company's financial line and the morale of its personnel. Training and development programmes help employees enhance their knowledge and abilities on the job and advance the organization's

objectives. Training and development provide employees with the skills and knowledge necessary to perform their existing tasks and any new positions that may become available.

The primary objective is to engage employees in training and development activities that directly increase job satisfaction. Through training and development, knowledge is gained and expanded. Therefore, it is essential to view this information as a resource that can be acquired, inferred, and utilised by the entire organization. Therefore, job satisfaction contributes to the organization's growth, especially when employees can better apply the knowledge and skills they have gained through training and development. Scholars have also paid considerable attention to training and development, particularly in how it influences employees' performance in an organisational setting.

Purpose of the study

The primary objective of this study is to determine how NBP staff training and development programs have affected the job satisfaction of their employees.

Research Objectives

This study has the following objectives:

1. To determine whether the training and development programs have impacted the employees' job satisfaction
2. To determine whether the employees believe that these programs have contributed to their professional growth.

Scope and Limitation

There needs to be more literature on human resource management and much more on staff training and development and its impact on employees' job satisfaction. The NBP branches in Karachi were used for this study. In the vicinity of Karachi, there are 98 branches of the NBP. Three-quarters of the financial institutions were picked at random for this data collection. This is an excellent illustration of a random pick of five different branches. Each of the five NBP

branches was given ten questions to respond to, for a total of eighty questionnaires. Only 80% of the surveys were returned with completed responses.

Literature Review

Training and development

Providing employees with opportunities to learn and advance is crucial to human resource management in all fields. Training increases worker productivity and effectiveness.

The primary objective of training and development is to assist individuals in enhancing their intellectual capacities, including their knowledge, skills, and work habits. People frequently consider training and development to be one of the essential aspects of human resource management since it can increase the productivity of individuals, groups, and organizations. Organizational learning, described as "enhancing one's capacity to act," has recently gained increasing interest. This has increased the significance of collaborative development within organizations. On the other hand, organisational learning is "an efficient means of processing, interpreting, and acting on mostly explicit information from within and outside the organization." According to Easterby-Smith (1999), in the past, proponents of learning concentrated on its financial benefit. They lacked practical information regarding how people learn, which led to the conception of "organizational learning." Thus, the concept of organisational learning arose from the realisation that earlier learning advocates lacked sufficient empirical data on how individuals learn. Kakemam, E et al., (2016) studied about Scientific and technological developments have promoted the status of organizational learning as a reasonable way to deal with the present changing circumstances. The development of organizational learning improves the performance of employees, and makes them feel satisfied and also reported about relationship between job satisfaction and organizational learning capabilities among the employees of Tehran hospitals. Organizational learning improves the performance of employees and is positively correlated with their satisfaction. Also, employee satisfaction is one of the factors affecting their performance. Therefore, managers can make employees satisfied and develop their organization through improving organizational learning.

M I Hendri (2019) studied about learning organization has a significant and positive effect on job satisfaction and organizational commitment, but it has no significant effect on the employee

performance. Job satisfaction and organizational commitment have a significant effect on employee performance and also test the effect of organizational learning on employees' job satisfaction, the effect of organizational learning on the employees' organizational commitment, the effect of the organizational learning on employees' performance, the effect of job satisfaction on the employees' performance and the effect of organizational commitment on employees' performance

Organizational learning is about improving business-related knowledge, skills, internal processes, and best practices. Training and development are two possible means by which the process could occur. People who acquire, infer, and apply these intellectual intangibles to assist the organisation in achieving its training and development objectives can transform them into valuable organisational resources (Armstrong, 2006). Training and development are structured methods of learning that assist employees in performing better in their existing positions and preparing for advancements and greater responsibilities. Training enables employees to do their professions effectively, while development makes them more marketable for other jobs (Sims, 2002). Training and development aim to help the employees increase their job satisfaction.

Closing the skills gap is now an essential aspect of human resource development for businesses that wish to maintain their market share over time. With the proper abilities, an organization's strategic and operational effectiveness are safe. Experts in human resource management must therefore begin workforce development before the end of the hiring process. However, this is simpler to say than to accomplish since some businesses require specific talents and not all new employees instantly acquire social skills in addition to the required basic skills. Human resource management professionals must identify solutions to the skills gap and shortage (Sims, 2006).

Hooi, L. W. (2021) reported about the HRM practices, incentive and compensation and team working seem to be important for firm performance. As for organizational learning capability, only openness and experimentation and managerial commitment have a direct positive impact on firm performance. The results of the mediation analysis established organizational learning capability as a mediator, albeit partially. The purpose of this paper is to establish if indeed human resource management (HRM) practices drive organizational learning capability and, in turn, fortify small and medium enterprises (SMEs) performance. The purpose of mediation analysis is

to see if the influence of organizational learning capability is stronger than the direct influence of HRM practices on SME performance.

Therefore, modern firms can only survive and prosper by investing in their growth. Human resource management is a method for firms to maximise the performance of their internal customers, often known as staff. Human resource professionals recognise the significance of fostering a culture of job satisfaction. They must devise means to ensure that all employees have access to the organization's unique information, skills, and expertise. Any learning activities designed to aid in the growth and development of individuals and organisations should emphasise acquiring new skills and completing professional development assignments. Lifelong learning is the process of continually acquiring new knowledge and enhancing existing skills. This practise helps firms and HR departments choose how to invest in and assist employees' long-term development (Sims, 2006).

From an employee's perspective, the primary purpose of education is to advance one's career and become eligible for a promotion. Training and development programmes are beneficial for those seeking a career change and those already employed who wish to improve themselves and their jobs. The term "learning" encompasses a wide variety of concepts, including retaining and applying new information acquired through study or experience and modifying one's behaviour in response to that information (Maycunich, 2000). Senge (1990) argues that learning is less about acquiring new knowledge than maximising one's potential. Before a person may learn, he or she must be able to accomplish something previously impossible.

It is essential to provide trainees with opportunities to practise what they are learning, whether it be a new skill or more information about a particular subject. However, proper training is only half of the equation, and one must frequently practise (Sims, 1990). Functional training is only a portion of the equation. Overlearning is the alternative. In active learning, students have multiple opportunities to practise a new skill or apply what they've learned. When pupils practise a skill beyond the point where it is considered "second nature," this is referred to as "overlearning." Application is the sixth and most crucial component. Without it, the other four will lack significance.

Training and development for employees benefit the organisation as a whole and the employees themselves. Investing in one's growth through training and development can enhance profits and lead to a more successful mindset. It can also assist employees in comprehending the organization's mission and how their work contributes to its accomplishment (Sims, 1990).

Training and development, on the other hand, have been demonstrated to benefit individuals in a variety of ways, including improved decision-making and problem-solving abilities; greater job satisfaction and recognition; enhanced self-development and self-confidence; decreased stress, tension, frustration, and conflict; and progress toward personal goals and improved interaction skills (Sims, 1990).

Employee Job Satisfaction

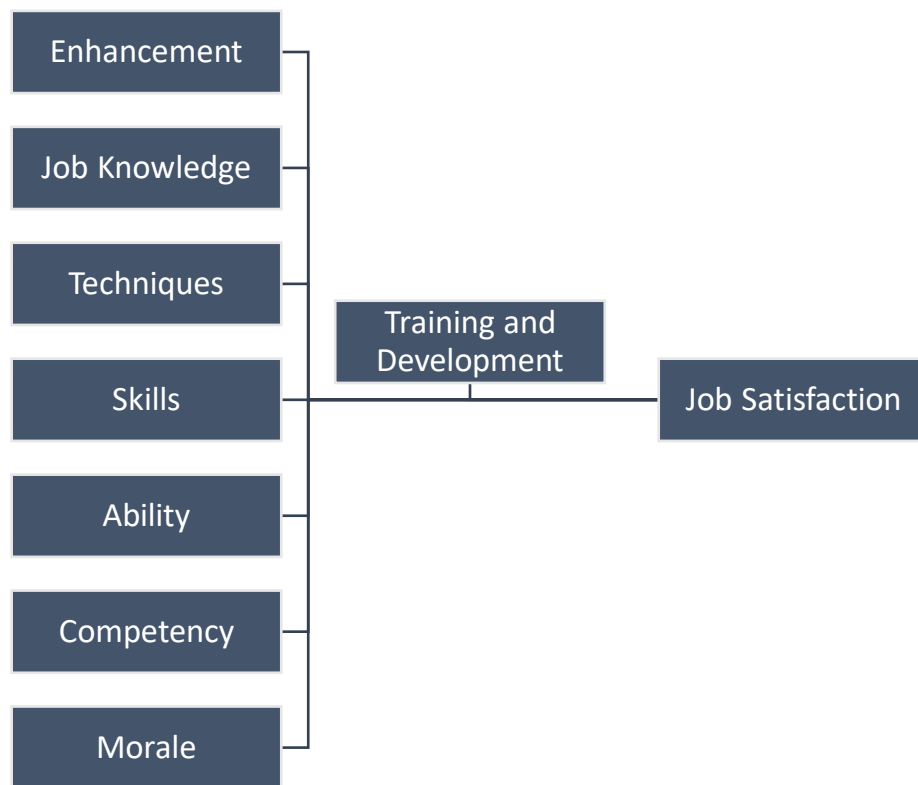
The degree of contentment a person feels with his or her job is referred to as "employee satisfaction." When workers take pleasure in their work, they exhibit good organisational behaviour. The degree to which an employee derives pleasure from his or her work is called "job satisfaction." A person's appreciation level for their work directly affects how well they accomplish their duties. It significantly impacts aspects such as how well people accomplish their tasks, how happy they are in their work environments, and how well people perform overall. A person can gain the knowledge and experience they need to develop a positive attitude through self-reflection and consistent use in their professional life. Workers will likely feel a surge of happiness when these two factors are brought together. It is possible to notice it in the workplace by observing how individuals react to different circumstances, coworkers, and things that occur outside of work. The culmination of this process is an essential component in forming a person's character. An employee's working conditions may affect the employee's quality of life outside of work. One way to look at a person's job satisfaction level is to assess the components of their employment that they enjoy the most. Here is yet another way that the same thought can be expressed. As a result, the assessment is based entirely on the factors that they consider necessary.

Employees dissatisfied with their jobs are less likely to work cooperatively with their peers and their bosses. This results in a loss of productivity in the workplace. They will have the impression that they should have been included in making decisions or developing solutions.

They will be encouraged. As a result, I decided to leave the organization. Pay, possibilities for promotion, working conditions, and the nature of the job are some key elements that influence an employee's level of job satisfaction. Other influences include the nature of the work itself. Employees that are engaged in their work miss fewer days of work, exhibit a high level of loyalty to the company, and leave at rates that are lower than average. Companies that want to increase their output by emphasising the productivity of their employees need to figure out what makes a job enjoyable. Recent studies suggest that high levels of motivation and organisational loyalty can considerably impact the amount of work performed.

Conceptual Framework

Figure 1



- Training and Development (Independent Variable)
- Job Satisfaction (Dependent variable)

Research Methodology

This research utilized a quantitative approach. For the study, information was gathered via questionnaires. Comparable to qualitative research, quantitative research attempts to answer a research question by examining this type of information (Taylor, 1998). According to Patton (2002), one of the most significant advantages of employing a qualitative research technique is that it allows researchers to conduct fieldwork without being constrained by predetermined categories of analysis.

According to Gay, Mills, and Airasian (2009), the strength of quantitative research is that researchers may speak with and collect data directly from their research participants to gain a deeper understanding of a phenomenon from the participants' perspectives. However, qualitative research differs from quantitative research because there is no predetermined outcome. Given its singularity, this is an appropriate approach to define it. Many individuals in the field of management science consider this strategy to be the most effective scientific technique (Taylor, 1998).

Sample Size of the study

We use the term "population" to refer to the entire group of individuals from which a sample is taken to represent the entire group. (Ostle, 1963). This research has consisted of five NBP branches in Karachi.

Because the participants resided in various regions of the downtown area of Karachi, five branches were selected for the study. Eighty questionnaires, including ten questions, were distributed to NBP employees in Karachi city to achieve the study's objectives. On the survey, over seventy-six responses were submitted. Ninety-five percent of individuals surveyed responded to the questionnaire. The survey used the Likert 5 Rating Scale (1=Strongly Disagree, 2= Disagree, 3=Neutral, 4= Agree, and 5=Strongly Agree). SPSS was used to analyze the data to determine how the various factors affected the outcome.

Table 1

	Min	Max	Arithmetic Mean	Standard Deviation	Variance
Training and development assist employees in improving their job satisfaction.	1.00	6.00	4.4736	.84019	.704
Employee morale is bolstered via training and development courses.	2.00	6.00	4.5790	.71672	.512
Training and development initiatives assist employees in increasing their job satisfaction in the workplace.	2.00	6.00	4.4604	.82364	.676
Training and development are intended to teach employees how to perform their jobs effectively.	1.00	6.00	4.4343	.88450	.779
Training and development courses have a direct impact on job satisfaction.	1.00	6.00	4.3290	.85459	.729
Most of the employees consider training and development vital for job	1.00	6.00	4.1710	.85459	.729
The majority of employees are aware that they must continue learning and improving their skills	1.00	5.00	1.7633	.93619	.875
Most companies view training and development as a waste of resources.	1.00	5.00	3.6580	.97370	.950
Bank staff must have regular access to training and development opportunities.	1.00	5.00	4.4080	.85129	.724

Data Collection

The questionnaire used to collect data for the study was extremely comprehensive. The questionnaire was designed to give responses consistently, objectively, and fairly. Questionnaires can be used to collect data that will be presented numerically. There may be different challenges when employing a questionnaire approach, such as when people do not want to participate, do not show up for interviews, or refuse to participate.

Table 2
 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.689 ^a	.477	.375	7.42475
a. Predictors: (Constant),				

Table 3

Training and development assist employees in increasing their job satisfaction.	2.00	5.00	4.3948	.78449	.614
Training and development of employees can improve their morale.	2.00	5.00	4.3290	.82279	.676
Training and development activities can aid in reducing workplace stress.	1.00	5.00	4.0660	1.0371	1.075
Employees with training are significantly more productive and efficient than those without training.	1.00	5.00	4.3419	.80915	.654
Employees can work more efficiently and earn more money.	2.00	5.00	4.3419	.72209	.519
When employees acquire new skills, their production, and efficiency increase.	2.00	5.00	4.1709	.70024	.489
People with greater morale typically perform better work	1.00	5.00	4.3290	.85459	.729
Because they are more familiar with the task, they can complete it faster and accomplish more.	1.00	45.00	4.7499	4.74730	22.540
The work analysis technique increases productivity and efficiency.	2.00	5.00	4.0131	.88683	.787
Job satisfaction increase due to the positive attitude of managers	2.00	5.00	4.2894	.84562	.714
The optimism and happiness of management directly influence job satisfaction in T&D.	2.00	5.00	4.1712	.80645	.649

It is impossible to overstate the importance of T&D to job satisfaction	2.00	5.00	4.1843	.85961	.740
T&D increases the company's overall productivity and efficiency.	1.00	5.00	3.9999	.93810	.879
Dep	16.00	88.00	43.1296	9.40120	88.381
Valid N (listwise)					

Table 4

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3155.680	12	262.974	4.770	.000 ^b
	Residual	3473.004	63	55.128		
	Total	6628.683	75			

Table 5

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Stand. Error	Beta		
	(Constant)	-7.256	8.987		-.808	.422
	Training and development are the means through which employees are enhanced.	3.049	2.143	.272	1.424	.160
	Training and development programs enhance the morale of employees.	.643	2.180	.050	.295	.769
	Through training and development programs, employees achieve job-specific competence.	.382	1.559	.033	.245	.807

Training and development aim to instruct employees on how to perform their tasks effectively.	-1.624	2.014	-.152	-.806	.423
Training and development initiatives lead directly to enhanced job satisfaction	1.454	1.760	.131	.826	.412
Most Employees know that they must continue learning and improving their skills.	.226	1.876	.019	.120	.905
Most companies view training and development as a waste of resources.	.150	1.149	.014	.130	.897
The majority of businesses invest in training for their personnel.	2.536	1.109	.262	2.284	.026
Bank staff must have regular access to training and development opportunities.	.048	1.393	.004	.034	.973
T&D assists employees in increasing their job satisfaction	1.798	1.559	.149	1.152	.254
One of the several advantages of investing in the training and development of employees is that it can improve their morale.	1.791	1.511	.158	1.185	.241
Training and development activities can aid in reducing workplace stress.	1.636	1.370	.179	1.195	.236

a. Dependent Variable: dep

Table 6

	Mean	Std. Deviation
Training and development assist employees in increasing their job satisfaction.	4.4736	.84021
Employee morale is bolstered via training and development courses.	4.5790	.71671
Training and development initiatives assist employees in increasing their job satisfaction in the workplace.	4.4604	.82365
Training and development are intended to teach employees how to perform their jobs effectively.	4.4341	.88446
T&D has a direct impact on the job satisfaction	4.3290	.85460
Most employees know that they must continue learning and improving their skills.	4.1709	.85460
Most companies view training and development as a waste of resources.	1.7631	.93620
The majority of businesses invest in training for their personnel.	3.6580	.97370
Bank staff must have regular access to T&D opportunities.	4.4080	.85130
T&D assists employees in increasing their job satisfaction.	4.3946	.78449
T&D of employees can improve their morale.	4.3290	.82280
Training and development activities can aid in reducing workplace stress.	4.0659	1.03711

Table 7

	Mean	Std. Deviation
Employees with training are significantly more productive and efficient than those without training.	4.3420	.80915
Employees can work more efficiently and earn more money.	4.3420	.72207
When employees acquire new skills, their production, and efficiency increase.	4.1710	.70024
People with more excellent morale typically perform better work.	4.3290	.85459
Job satisfaction increase due to the increased knowledge of the job.	5.2894	6.62079
The work analysis technique increases productivity and efficiency.	4.0131	.88681

The optimism and happiness of management directly influence job satisfaction.	4.2894	.84562
It is impossible to overstate the importance of T&D to Job satisfaction.	4.1710	.80643
T&D increases the company's overall productivity and efficiency.	4.1841	.85961
The time and money saved by T&D can be used to improve outcomes and increase profits.	3.999	.93807

Discussion Level of Significance

The outcomes of a linear regression analysis carried out on the data obtained from 76 questionnaires are presented in the tables. This result was reached by employing a linear regression model in order to look for a correlation or a cause-and-effect relationship between the independent variable "Training and Development" and the dependent variable "Employees' job satisfaction." This allowed us to arrive at the conclusion that "Training and Development" has a positive influence on "Employees' job satisfaction."

Finding out whether or not the study was significant can be done with the use of the f-probability. Statistics In order for the p-value to be regarded significant, it is required, according to the criterion, that it be lower than 0.05. In this particular investigation, the p-value was 0.000, which is significantly lower than 0.05. This demonstrates that the research model being used is valid according to statistical standards. Therefore, there is a strong association between the independent variable of the study, which was training and development, and the dependent variable of the study, which was employee job satisfaction.

According to the findings of this investigation, the fact that the unstandardized value of the table that can be found above is greater than the value that serves as the study's null hypothesis—which is set at 0.5—indicates that the independent variable known as "Training and Development" has a beneficial impact on the level of job satisfaction experienced by workers.

Limitations

The fact that the study exclusively utilized data from NBP and no other banks was one of its most significant flaws. We could not investigate every NBP branch in the city due to a lack of time. Instead, we could only investigate the NBP branches serving in Karachi.

Conclusion

In recent years, there has been an increased focus on administrative management, which has increased the importance of human resource management in modern business management. In this area, we will discuss the effects of effective human resource management on the workplace in terms of creativity, "new ways of working," and the development of skills. The administration of human resources absolutely must include training and development as core components. If it does not hire people with the necessary expertise and skills, a company cannot hope to improve its performance and cannot have reasonable expectations of doing so. We say that someone is "more than competent" in a job when they have both the information and the abilities necessary to accomplish that position's duties. There would be a greater number of meaningful prospects for progress if the firm invested more in the training and development of its employees. Productivity throughout the industry would rise if more businesses adopted this strategy. On the other hand, skilled and trained personnel are resources and assets, which means they will perform better than unskilled individuals without training. As a result, this study was carried out to discover whether or not there is a connection between T&D and the satisfaction level experienced by workers in their jobs.

Recommendations

The findings of this research contribute to our comprehension of the Karachi region's NBP training and development programs. Numerous studies have been done on training and development, the vast majority of which have been carried out in Western countries. In the Karachi area, there needs to be more research about training and development; however, this study contributes to the growing body of work in this sector. According to the poll results, NBP employees in the Karachi region reported that they loved the training and development programme and considered training and development essential to their overall job satisfaction.

According to this study's findings, a bank's management should organize training and development programs if they want to increase both their productivity and efficiency.

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