



IMPACT OF TRAINING AND DEVELOPMENT PRACTICES ON EMPLOYEES' JOB SATISFACTION AT PAKISTAN INTERNATIONAL AIRLINE

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ABSTRACT

Purpose: This paper attempts to analyse practices of training and development at Pakistan International Airline and to find out the extent to which these interventions lead to job satisfaction of employees. In this study, an effort has been made to identify the relationship between training & development and job satisfaction of employees because it is one of the critical functions of human resource management to develop the employees through training and developing efforts.

Methodology: This was an explanatory research for which quantitative primary data was collected with the help of a questionnaire. A sample of respondents comprising of diverse employees from different cadres, ages and qualifications was selected for primary data collection. The collected data were treated using correlation and regression statistical analysis tools.

Findings: The findings have confirmed that effective training and development leads to career development of employee causing job satisfaction and a significant correlation was found between dependent and independent variables. Some loopholes were, however, identified in the existing training and development practices for which some remedial measures have been recommended for making necessary improvements.

Practical Implications: The study is considered quite beneficial for the management of PIA, for managers of other airlines as well as for the academia. Managers from other organizations can equally benefit from the study by learning lessons from the training and development interventions of PIA.

Keywords : Human Resource Management (HRM), Training & Development, Job Rotation (JR), Career Development (CD), Job Satisfaction (JS), Employee Retention

*The material presented by the author does not necessarily portray the viewpoint of the editors and the management of the Institute of Business & Technology (IBT)

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1. Introduction

Human resource has always been considered of unique significance, among other organizational resources, by almost all organizations, due to its enormous potential and unlimited human capital. Competing through employees is an unbeatable competitive tool that is universally being adopted by world renowned organizations. In today's competitive era of globalization and rapidly changing technologies, there is a sheer need for companies to keep their workforce up to date by developing their skills and maintaining high level of motivation. Employee motivation and job satisfaction refer to the display of positive attitude and overall committed approach towards job (Robbins and Coutler, 1996). A happy and motivated employee is likely to produce best results and is not less likely to leave the job, leading to low turnover rate (Lambert, Hogan, & Barton, 2001). Another reason for keeping the employees satisfied is that research has linked employee job satisfaction to organizational involvement and employee commitment; both the factors are associated with reduced turnover intention of employees (Costen, Salazar, & Antun, 2006; Ghiselli, LaLopa, & Bai, 2001; Antolik, 1993; Bartel, 1981; Mobley, 1977).

While there are a number of detriments of employee job satisfaction, training and development is a key intervention that leads to career development and ultimately results in high level of job satisfaction. Schmidt (2010) investigated the training programs are related with employee job satisfaction. He further found out that training at workplace was important for employees as it enhanced motivation level and increased productivity. According to Forgacs (2009), training and development is a structured measure aiming at enhancing employee satisfaction, productivity and ultimately ensuring long term employee retention.

In large organizations, it is the prime responsibility of human resource department to undertake fundamental function of 'Training and Development'. It is through such an effort that employees attain and maintain a sustained competence at workplace. Such frontline employees are considered backbone of an organization faced with cutting edge competition. These employees ultimately provide a competitive edge to the organization. For the management, it is essential to know how these employees get motivated and deliver better quality results; there is an evidence that satisfied employees deliver better customer service (Rust, Stewart, Miller, & Pielack, 1996).

The organizational 'Training and Development' department may have different multiple functions in every organization, but its key function is to develop the human resource of company with an outcomes of improved productivity, return on investment and employee satisfaction. Armstrong (2000) has defined training as an organized process to overcome employee professional weaknesses and help them in successfully achieving organizational targets. Training and development also allows employees to get ready for the much needed changes, to stay updated, to keep on polishing their skills, knowledge and attitude. It is also one of the motivators that enables employees to perform better as it is linked to their career growth. It helps in planning and managing employee's career and leads to job satisfaction because it helps to pursue their career successfully

and grow in their field. The importance of training was identified by Frost (2014), who contended that many employees have some weak points in their competences which can be removed through effective training. In fact, training programs allow aid employees in strengthening competences.

The research on Pakistan International Airline was considered of unique significant due to the fact that it is the only flag carrier airline of Pakistan, which is facing a lot of problems and its survival is at stake. At world level, PIA is not enjoying a respectful status due to a number of issues which are continuously under the spot light of media.

1.1 Statement of the Problem

Having highly skilled, competent and loyal employees is the dream of every organization because it is the employees who help the management in achieving its strategic goals. Training acts as an effective tool, if carefully undertaken, to enhance employee skill and motivation. According to Kabungaidze et al. (2013), training positively affects employee performance and also organizational success; it enables the organization to grow and prosper in its relevant industry. In today’s era of tough competition and dynamic workplace, it has become quite challenging for the organizations to survive with dignity and honour. Even at global level, air industry is facing equally tough competition in the presence of a large number of competitors and PIA is no exception to it. Few decades ago, Pakistan International Airline was considered one of the best airlines but it has gradually lost its image both at National and International level. There could be a number of reasons, as highlighted in the electronic and print media from time to time but lack of suitable training of the staff is also perceived to be a cause for its poor performance on domestic and international routes. Through this paper, an effort was made to ascertain the impact of training and development on employee job satisfaction, as perceived by the employees working in various departments.

1.2 Research Objectives

Following were the objectives of this research:

- To determine the impact of training & development on employee satisfaction
- To identify the effectiveness of training interventions on the overall employee development
- To find out and recommend different measures to further improve existing training & development efforts at PIA.

1.3 Research Hypotheses

Having studied a number of research papers and publications, following three hypotheses were developed:

Hypothesis	Statement
Training and Development and Job Satisfaction - Training and Development allows employees to grow in their field by polishing their skills, knowledge and abilities and manage their career by getting updated with new trends so it leads to job satisfaction.	
H01	There is no relationship between Training & Development and Job Satisfaction.
Ha1	There is a positive relationship between Training & Development and Job Satisfaction.
Job Rotation and Job Satisfaction - Job rotation allows employees to get cross-trained and acquire multiple skills and unique experiences that make them professionally competent, leading to job satisfaction.	
H02	There is no relationship between Job Rotation and Job Satisfaction.
Ha2	There is a positive relationship between Job Rotation and Job Satisfaction.
Career Development and Job Satisfaction - Career development resulting from sound training and development function of the organization is also a major source of job satisfaction, as multiple and frequent quality trainings are good for employee’s career and serves as a base to make employees developed in the long run.	
H03	There is no relationship between Career Development and Job Satisfaction.
Ha3	There is a positive relationship between Career Development and Job Satisfaction.

2. Literature Review

Main objective of the literature review is to associate the present study with the body of literature available in the field and to establish a contextual link between the two. Literature review provides a base for the ongoing research in almost every academic area and is considered to be the bench mark and provides a standard for handling various activities in the organization.

2.1 Training and Development: A Predictor of Job Satisfaction and Enhanced Employee Commitment

According to Business Dictionary (2014), training has been explained as the well-thought activity with a purpose of providing information and/or directions to enhance the trainees’ performance or assisting them in receiving a required level of knowledge or skill. According to Macmillan dictionary (2014), training is a process of giving necessary knowledge for a profession or activity and it is vital that all staff members should be afforded suitable training from time to time. As pointed out by Salvi S.

(2012), training is an instructive process through which people can be trained, re-trained and reinforced; their existing knowledge and skills can be enhanced through effectiveness at work by getting trainings. Training includes provision of basic knowledge and skills to the employees enabling them to perform their duties according to laid down quality standards. Acquiring confidence and developing a feeling of competence, which result from training interventions, increase employee job satisfaction (Hartline & Ferrell, 1996). Training appears to be related to an employee's satisfaction with workplace in general and his/her supervisor in particular (Taormina, 1999). According to Taormina (1999), an organization's training quality also influences the employee's satisfaction with his/her managers. As such, training and development is a significant predictor of work satisfaction, employee commitment and ultimately low turnover rate.

As stated by Edralin D (2004), the ultimate purpose of training is to create an impact that lasts beyond the closing stages of the training itself. A study conducted by Borzaga, C. and Tortia E. (2006), showed that HR managers evaluated their priorities and acquired new sets of professional and personal competencies for successful career development. If talent is available within the organization, HRM realizes it and promotes that rather than incurring heavy cost in getting talent from outside. As stated by the Forrier A & Sels L (2003), if an employee leaves the company, a knowledge gap is created that can be filled by training and development. Boselie (2010) mentioned that providing employees with opportunities for further personal development through skills and general training stimulates affective commitment, feeling of trust and enthusiasm.

As recognized by Latif et. al (n.d.), training is not only linked to better business results but also it is an influential factor in determining employee attitude towards job. It creates a motivation for increased flexible behaviour and a satisfaction with career development that ultimately leads to increased job satisfaction. Jobs with high extent and associated possible development lead to superior motivation, job satisfaction and performance. The world is changing with the pace than ever before, companies are required to be more aggressive, therefore the need for employees to be on top of their job has increased.

2.2 Training and Development Leads to Career Development

As explained by Barrett and Connell (2001), the level of training often brings significant changes in productivity. Change is something that is not always pleasant in fact sometimes it is very painful but to cater it, companies undergo trainings to learn the new things, however the important point is that productive companies keeps on making changes in their trainings as well and they customize it according to the trainees. According to Valle et. al (2009), the Training and development function of HRM creates a human capital which is unique and cannot be replicated by others unlike technology, and they are the source of competitive advantage which creates extraordinary profits for organizations using their brain and KSAs. On this ground, the profits obtained through giving trainings have to be greater than the costs and this is how training serves as investment for long-term.

As cited by Abbas and Yaqoob (2009), in order to meet the global business challenges in today's competitive era when there are many airlines offering best services, it is extremely important to train and develop employees so that they are able to compete in the industry and help PIA in regaining its lost repute. It also has a major persuasion on employee's performance and retention, since it is considered a great investment on employees.

2.3 Career Development and Job Satisfaction

According to Shelton (2001), who conducted research to analyse the impact of employee development programs on employee retention and job satisfaction, with regard to business success, human resource is key asset for any organization so to make any organization successful it is important to satisfy their employees in the organization Shani and Divyapriya (2013) conducted a study on the relationship between knowledge management and career development among IT professionals. The ideas were that, to meet the new challenges and retaining good employees, organizations should have to develop the knowledge management practices to enhance awareness regarding career development, sharing knowledge regarding career plans, career Counselling, from the very beginning of their careers. As mentioned by Scott-ladd et. al (2006) research suggests that allowing employee to take decisions about their job, their trainings and career development efforts influences changes in work practices and associated with job satisfaction.

3. Research Methodology

The research was explanatory for which quantitative data was collected from the respondents; quantitative methodology makes use of statistical representations rather than textual pictures of the phenomenon (Kabungaidze et. al. (2013).

3.1 Data Set

Target Population: The target population of this research was about 800 which included managers and supervisors working at Pakistan International Airline, Karachi.

Sample size: 100 employees of managerial level belonging to various departments.

Sampling Technique: A convenience sampling, non-probability technique was used for the data collection.

Gender – both male and female employees

Age – varying between 20 to 60 years

Experience – varying between 1 to 40 years

3.2 Data Collection Methods

A questionnaire was used, as a research instrument to collect data from the respondents. As mentioned by Babbie (2013), a questionnaire is a research instrument that contains questions and other types of items meant to get relevant information with an aim to determine response of the target population. A 'Likert scale' of 1 to 5 was used to know

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the extent of employees' satisfaction and dissatisfaction with different question statements. The questionnaire comprised of following two sections:

- **Section 1:** This section covered details of employee's data profile like age, gender, qualification and designation.
- **Section 2:** The areas explored in section 2 were divided into the questions regarding the quality of training programs and practices of PIA, the way employees' perceive trainings, soundness of the Training Process along with pre and post training evaluation, how they view the link of training and development with job satisfaction and aspects of career development and retention. This section actually gave the insights of the real situation about PIA according to the employees themselves.

4. Analysis

After collecting relevant data through an employee survey, analysis was conducted by using statistical tools including correlation and regression with the help of SPSS, version 20. The analysis results and their explanation have been discussed under each hypothesis.

4.1 Results of Hypothesis-1 and Explanation

Ha1: There is a positive relationship between Training & Development and Job Satisfaction

Table 1: Correlation (Training and Development and Job Satisfaction)

		Training & Development	Job Satisfaction
Training & Development	Pearson Correlation	1	.703**
	Sig. (2-tailed)		.000
	N	100	100
Job Satisfaction	Pearson Correlation	.703**	1
	Sig. (2-tailed)	.000	
	N	100	100
**. Correlation is significant at the 0.01 level (2-tailed).			

Explanation:

The value of correlation was found to be 0.703 depicting strong positive relationship between job satisfaction and training and development. Result of the above test shows that relationship between the two testing variables is statistically significant at 0.01 significance level. So, it can be concluded that employees are well interested in their growth and highly value their training at PIA.

Table 2: Regression (Training and Development and Job Satisfaction)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703a	.495	.490	1.74339

a. Predictors: (Constant), Training & Development

Here in table 2, the value of coefficient of determination is 0.495 which shows the estimates of proportion of variance in the Job Satisfaction that is accounted for by the training & development. It suggests that the impact of training & development on job satisfaction is 50% and the rest is due to the discrepancy of other factors. Hence, we can conclude that training and development alone explains 50% variation in the employee satisfaction.

Table 3: Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.293	.791		-1.634	.105
Training & Development	.170	.017	.703	9.799	.000

a. Dependent Variable: Job Satisfaction

Explanation:

Table 3 shows that one unit change in training and development is estimated to bring 0.17 unit change in job satisfaction. The value is found to be statistically significant meaning that training and development is a useful predictor of job satisfaction. Value of p=.000 which is < .05. This indicates a significant relationship between 'training & development' and job satisfaction; hence our first hypothesis 1 is accepted.

4.2 Results of Hypothesis-2 and Explanation

Ha2: There is a positive relationship between Job Rotation and Job Satisfaction.

Table 4: Correlation (Job Rotation and Job Satisfaction)

		Job Satisfaction	Job Rotation
Job Satisfaction	Pearson Correlation	1	.612**
	Sig. (2-tailed)		.000
	N	100	100
Job Rotation	Pearson Correlation	.612**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Explanation:

The value of Pearson correlation indicates moderately strong positive correlation with a value of 0.612** and the relationship between these two variables i.e. Job Rotation and Job Satisfaction is found significant. This suggests that the more PIA will pay attention towards the job rotation of employees to enhance their knowledge, skills, abilities, ultimately enhancing their employability and flexibility to perform varied work roles in the organization the more job satisfaction of employees will result. Hence, hypothesis 2 stands accepted.

Table 5: Regression (Job Rotation and Job Satisfaction)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612a	.374	.368	1.94012

a. Predictors: (Constant), Job Rotation

Explanation:

The value of coefficient of determination of 0.374 shows the estimates of proportion of variance in the Job Satisfaction that is accounted for by the Job Rotation which suggests that the impact of job rotation on job satisfaction is 37% and the rest is due to the discrepancy of other factors.

Table 6: Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.357	.547		4.312	.000
Job Rotation	1.138	.149	.612	7.660	.000

a. Dependent Variable: Job Satisfaction

The functional form of the above regression is: $JS = 1.138 (JR) + 2.357$

Where JS =Job Satisfaction JR = Job Rotation

Explanation:

1 unit increase in ‘job rotation’ will bring more than one unit (1.138) increase in ‘job satisfaction’. Hence, the value of job satisfaction (y) can be predicted given any value of Job Rotation (x).

4.3 Results of Hypothesis-3 and Explanation

H a3: There is a positive relationship between Career Development and Job Satisfaction

Table 7: Correlation (Career Development and Job Satisfaction)

		Job Satisfaction	Career Development
Job Satisfaction	Pearson Correlation	1	.767**
	Sig. (2-tailed)		.000
	N	100	100
Career Development	Pearson Correlation	.767**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

Explanation:

The value of Pearson correlation showing a strong positive correlation with a value of 0.767** and it is significant. It means the association between these two variables i.e. Career Development and Job Satisfaction is significant and it suggest Career development of employees which provides a sound base for career management is a source of Job Satisfaction for the ones who seek for growth in work life.

Table 8: Regression (Career Development and Job Satisfaction)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767a	.588	.584	1.57402

a. Predictors: (Constant), Career Development

Explanation:

The value of coefficient of determination (r²) is 0.588 which shows the estimates of proportion of variance in the Job Satisfaction that is accounted for by the career development which suggests that the impact of career development on job satisfaction is 59% and the rest is due to the other factors not part of this study. It also shows the strength of relationship between variables.

Table 9: Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.380	.442		3.121	.002
Career Development	.559	.047	.767	11.833	.000

a. Dependent Variable: Job Satisfaction

Explanation:

Table 9 indicates that 1 unit increase in Career Development will bring 0.559 changes in job satisfaction. Therefore, the value of job satisfaction (y) can be predicted given any value of Career Development (x).

5. Findings

The findings of cumulative correlations, based on quantitative analysis conducted with the help of SPSS, are displayed in table 10.

Table 10: Cumulative Correlations

		Training Development	Job Rotation	Career Development	Job Satisfaction
Training Development	Pearson Correlation	1	.584**	.750**	.703**
	Sig. (2-tailed)		.000	.000	.000
	N	100	100	100	100
Job Rotation	Pearson Correlation	.584**	1	.648**	.612**
	Sig. (2-tailed)	.000		.000	.000
	N	100	100	100	100
Career Development	Pearson Correlation	.750**	.648**	1	.767**
	Sig. (2-tailed)	.000	.000		.000
	N	100	100	100	100
Job Satisfaction	Pearson Correlation	.703**	.612**	.767**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	100	100	100	100

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

5.1 Training and development and Job Satisfaction

The r-value indicates that strength of relationship equals to 0.703**; correlation is strongly positive. Since, p-value is 0.000 which is less than 0.05. Number of sample is 100 and the Degree of freedom (df) is 98. This result gives evidence of a true relationship that the Training and development practices of PIA are positively correlated with Job satisfaction of employees; further increasing its amount and quality can result in enhanced job satisfaction, leading to more motivation to perform job roles. Training and development practices at PIA correlate significantly with employee Job Satisfaction, $r(98) = 0.703, p < 0.05$. Thus, Ha1 is accepted.

5.2 Job Rotation and Job Satisfaction

The r-value indicates the strength of relationship equals to 0.612**, correlation is moderately positive. Since the p-value is 0.000 which is less than 0.05 so H02 can be rejected. Number of sample is 100 and the Degree of freedom (df) is 98. This result gives evidence of a true relationship between Job Rotation and Job Satisfaction of employees; hence, any increase in its amount and quality can lead to more flexibility of employees in learning and working in the organization. Job Rotation practices at PIA correlate significantly with Job Satisfaction, $r(98)=0.612, p<0.05$. The second hypothesis (Ha2) is supported.

5.3 Career Development and Job Satisfaction

The r-value indicates the strength of relationship equals to 0.767** and the direction of correlation is strongly positive. Since the p-value is 0.000 which is less than 0.05 so H03 can be rejected. Number of sample is 100 and the Degree of freedom (df) is 98. This result gives evidence of a true relationship that according to PIA employees, Career Development practices are positively correlated with Job Satisfaction of employees. This gives an impression that employer cares for the employees and trust employee capabilities that is why they invest their energy in developing their career. Therefore, by properly doing the Career Development, PIA can get long term benefits through employee’s input in terms of high productivity. Career development practices at PIA correlate significantly with Job Satisfaction, $r(98) = 0.767, p < 0.05$. Hence, Third hypothesis is also accepted.

6. Conclusion and Recommendations

6.1 Conclusion

Generally, statistical results reflect that employees’ attitude towards training and development has been positive and they view training and development as a source of their job satisfaction at PIA. However, some employees viewed that process of training was not effective and lot of mismanagement was reflected by the respondents, including loopholes in schedule of training and its implementation process. Employees also believed that training and development was necessary for their career growth, provided existing problems were resolved. It has also been established that employees viewed career development as unfair and biased. Nomination of employees for training courses was politically influenced and no merit practically existed. Although, there were rules, selection criteria and policies for selection of employees for various courses but implementation part was considered quite weak. Moreover, there were no structured annual training programs for the employees and employees were not informed well in time for the training courses which usually resulted in lack of preparation for the training. As far as contents of training were concerned, employees seemed satisfied

with the curriculum as it was approved by Civil Aviation Authority but they were not comfortable with training schedules and quality of instruction.

Another problem reflected by the respondents was shortage of suitably qualified instructors and there was too much dependence on guest speakers. In the absence of availability of a guest speaker, at times, training programs get delayed. On the technical side, employees were found more inclined towards higher level training e.g. engineers, flight operators seemed more interested in training as compared to administrative staff. After nomination, the trainees usually get self-motivated for training after learning about the benefits that the training will bring to them.

6.2 Recommendations

On the basis of existing weaknesses in the training and development practices at PIA, following are the recommendations:

- The management at PIA should plan and schedule training programs in such a way that all interested / nominated employees may reap full benefit.
- PIA should pay attention to all three levels of 'Training Need Assessment' i.e. Organization level, Person Level and Task Level.
- PIA should focus on post-training evaluation by having proper feedback as it can highlight various anomalies and help the management in avoiding problems in future training programs.
- PIA should also conduct soft skills development courses on the pattern of other airlines (e.g. emirates conducts anger management, fire fighting, safety and security and attitude changing courses) so that employees become ready to face the unexpected situations.
- Most importantly, PIA should also come up with online/virtual courses that are not instructor-led; it can afford opportunity to those employees who are not available at one station.
- PIA should focus on 'Merit' as it is the primary criteria for making training successful in long-term.
- There should be some mandatory self-training programs and every promotion must be based on qualification and certification in such programs.

ACKNOWLEDGEMENT:

This research was partially supported by Bahria University Karachi Campus Karachi, Pakistan. I thank to my colleagues who provided insight and expertise that greatly assisted the research, although they may not agree with all of the interpretations of this paper. I also thank to Ms. Ayesha Arif and Mr. Asif Rehman from Bahria University for assistance with particular technique, methodology, for comments that greatly improved the manuscript.

I would also like to show our gratitude to my Bahria University for sharing their pearls of wisdom with us during the course of this research. I am also thankful to (Ms. Ayesha Arif and Mr. Asif Rehman) for their comments on an earlier version of the manuscript.

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