



**INFLUENCE OF TRAINING NEEDS ASSESSMENT ON PERFORMANCE OF COMMUNITY HEALTH WORKERS IN
KAKAMEGA COUNTY**

Lubanga, J. A., & Juma, D. O.

INFLUENCE OF TRAINING NEEDS ASSESSMENT ON PERFORMANCE OF COMMUNITY HEALTH WORKERS IN KAKAMEGA COUNTY

Lubanga, J. A.,^{1*} & Juma, D. O.²

^{1*} Msc. Candidate, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

² Ph.D, Lecturer, Jomo Kenyatta University of Agriculture & Technology [JKUAT], Kenya

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ABSTRACT

Kakamega County has been implementing the community health strategy, however, performance of community health workers has been lower (55%) compared to other counties such as Nairobi at the rate of 64% (MOH, 2017). In some sub counties such as Matungu, Navakholo and Khwisero morbidity burden has remained high for example, malnutrition stands at 21%, poor maternal child health care, poor family planning and inadequate water sanitation and hygiene (WASH). The study aimed to investigate the influence of employee training needs assessment on performance of community health workers in Kakamega County, Kenya. The study adopted a descriptive survey design. The target population comprised of 960 community health workers in Kakamega County from Matungu, Khwisero and Navakholo sub counties (350 community health workers from Matungu Sub County, 300 from Khwisero Sub County and 310 community health workers from Navakholo Sub County). A sample size of 275 employees was used. Data was collected by the use of questionnaires. Results illustrated that there was positive, linear and significant relationship between training needs assessment and the performance of community health workers. It was concluded that training needs assessment accounted for 30.6% of the variance in the performance of community health workers in Kakamega County. The study recommended that training needs assessment should address the gap between “what is” and “what ought to be” regarding training and development activities which were not adequately addressed during employee training among staff of community health workers in Kakamega County. The study would benefit the county and national governments by aiding in the formulation of their policy to develop programs that would positively impact the performance of employees.

Key Words: Employee Training, Training Assessment, Community Health Workers

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INTRODUCTION

Globalization and improvement in science have left many agencies to rethink about the overall performance of their personnel and the role of human resource department on training of their group of workers (Nassazi, 2013). Improvements in science have delivered forth the need of specializations required to perform specific tasks. Thus, to cope with these challenges, superior education programs are required by way of all company and organizations. "The monetary improvement of most developed nations such as Britain, Japan, China and United States of America can be attributed to the important role that its human resources have played via perfect training of its staff (Appiah, 2010)". Improved capabilities, know-how and abilities of the gifted staff proved to be a fundamental source of competitive advantage in a international market (McKinsey, 2006).

Education need evaluation is a gap between "what is" and "what ought to be" related to education and development activities. Training wishes evaluation identifies gaps and affords information for a choice on whether or not the gaps should be addressed thru training. The evaluation is phase of a planning system focusing on identifying and fixing overall performance problems. These performance troubles are knowledge, capabilities and attitudes based. Training wants evaluation (TNA) is normally related to organizational and man or woman performance. A wishes assessment skill that the character assessed has a defined job overall performance or that an corporation has described targets and goals. A Training Needs Assessment (TNA) is used to check an organization's training needs. This is an evaluation of the gap between the knowledge, capabilities and attitudes that the humans in the enterprise presently possess and the knowledge, abilities and attitudes that they require to meet the organization's goals (Bartram, Sharon & Gibson, Brenda 1997).

Employee overall performance is defined as whether

or not a person executes their job duties and obligations well. Many businesses determine their employee's overall performance on an annual or quarterly foundation in order to define positive areas that need improvement. Performance is a essential thing in organizational success. Becker et al. (2011) referred to that, "employee's performance is measured alongside the organization's performance standards. Good performance is deemed to be how properly personnel performed on the assigned tasks. In each employer personnel have obligations in recognize to two two their performance." When they meet the set standards and fulfil organizational expectations they are believed to be proper performers.

Kenya has answered to the scarcity via creating the Kenya Community Strategy for Health MOH (2006), a method that makes use of lay volunteers CHWs as the basis for advertising behaviour trade via fitness education, until now case identification, and well timed referral to educated fitness care providers. In choosing this method Kenya builds on proof that task sharing is both feasible and nice in promoting health behaviours at the community stage (Lehmann, 2007). In Kenya, CHWs play a huge role in bettering major fitness care services together with family planning services. The majority of CHWs in Kenya had been trained by using non-governmental businesses (NGOs) in the context of primary health care from the early 80s.

Statement of the Problem

Services supplied by neighborhood fitness workers are predicted to be greater excellent to the health desires of the neighborhood population. However, the use, efficiency, overall performance and reliability of neighborhood health worker programmes have been the questions of world debate (WHO, 2017). Kakamega County has been imposing the neighborhood health strategy, however, performance of neighborhood health people has been lower (55%) in contrast to different counties such as Nairobi at

price of 64% (MOH, 2017). In some sub counties such as Matungu, Navakholo and Khwisero morbidity burden has remained excessive for example; malnutrition stands at 21%, terrible maternal baby health care, terrible family planning and inadequate water sanitation and hygiene (WASH) have been witnessed. The effectiveness and efficiency of stage one fitness offerings have been identified as a primary contributing thing to the fitness problems in the county. Various businesses such as Living Good, AMREF, Afya Hali and County Government of Kakamega have been mission exceptional methods of training of community health people in the County so as to expand their potential in predominant healthcare. Despite the investments on coaching of community health workers, there has been significant variation each in terms of its frequency, content, structure and monitoring between the extraordinary corporations accountable for training community fitness people in Kakamega County. This has resulted in conflicting community health employees overall performance across the county. The WHO has cautioned that for CHWs to fulfil their function successfully, they require coaching and supervision (O'Donovan, O'Donovan, Kuhn & Winters, 2018).

A find out about by way of Singh, Negin, Orach and Cumming (2016) determined that there were 22 specific exact enterprises responsible for training CHWs in Uganda. The find out about additionally discovered that many of these enterprises did no longer have precise coaching on 'when, what and how to supervise' CHWs. A multinational analysis from countless international locations in sub-Saharan Africa concluded that the modern-day provision of training guides for neighborhood health workers was once 'not enough to meaningfully improve the fantastic of care in these countries', elevating the question on the need to examine the effectiveness of education programmes. Studies have in the past attributed worker overall performance to coaching route contents and transport approaches, training

evaluation and training wishes assessment and proper job executions (Guan, 2014; Anam et al., 2013; Afshan et al., 2012; Appiah, 2010). It has been found that productivity improves with the aid of 20-25% in organizations with properly skilled personnel (The McKinsey Global Institute, 2017). Employees who exercise their strengths on a daily foundation are 8% greater productive and six instances more probable to be engaged. Therefore, a find out about on worker education and overall performance of community fitness people in Kakamega County was once necessary each for organisations responsible for their training, as properly as researchers and policy makers. Therefore, this learn about intended to look at the have an impact on of worker training needs assessment on community health employee performance.

Objectives of the Study

The study sought to investigate the influence of employee training needs assessment on performance of community health workers in Kakamega County, Kenya. The research hypothesis was:-

- H_0 : Training needs assessment has no significant influence on performance of community health workers in Kakamega County.

LITERATURE REVIEW

Theoretical Literature Review

Human Capital Theory

This study is anchored through human capital idea by Garrick, 1999 which states "that humans are really worth investing in as a structure of capital". People's overall performance and the outcomes done can then be regarded as a return on funding and assessed in terms of fees and benefits (cited in Bratton, 2007). It is a idea that can explain administrative center learning. Sen (1997) explains that, "human capital concentrates on the corporation of human beings thru skill knowledge, effort in augmenting production, possibilities." Marsick and Watkins stated via Bratton

(2007) state that, "training tries to shut the gap by using bringing employees up to, but now not beyond, the favored widespread or competence."

The favored events to have high-quality education is to undertake systematic training. Training wants are recognized so that wasteful expenditure can be avoided, objectives are set and effects are evaluated to make sure that programmes meet the targets detailed and organizational standards (Bratton, 2007). This is in agreement with the training coverage of many agency whereby it is the accountability of the managers to make sure that every member of staff is as it should be skilled and developed to their full workable and individual's responsibility to put up coaching wants to the most useful (MOPS, 2006).

Flamholtz & Lacey (1981), kingdom that, "human capital theory proposes that people's skills, experience, and understanding are a structure of capital and that returns are earned from investments made by means of the employer or employee to improve these attributes." The Human capital idea holds that personnel have to make investments in particular training and in addition initiation of greater advertising opportunities to beautify employees' career direction prospects. Thus, the human capital standpoint at the degree of the organizations, due to its emphasis on abilities and performance, seems to provide greater help for generalized investments in the human resources. The concept is applicable to the study considering the fact that employee overall performance is decided thru training, which requires employer in in phrases of want assessment, contrast and coaching methods. As employees improve their skills, they preserve the mastery of their specialization vicinity probably to undergo fruit. Employee's fee is determined from their strategies of delivery, forwarding arguments or choosing a extra knowledgeable way and appreciate by means of others on their thoughts as a result making their enterprise to acquire a aggressive advantage over others because human capital gained thru training

can be source of competitive advantage. Lucas (2006), argues that, "at the micro level, human capital of personnel contributes to aggressive gain supports this."

In the study, human capital was once considered as the skills and training an entrepreneur acquires, e.g., apprenticeship, work experience, and education in various capabilities via training. The goal of the learn about used to be to inspect the influence of worker coaching on overall performance of community health workers more in particular need evaluation all through training, transport processes and assessment of training. This principle is consequently appropriate for selection method as it outlines the benefits of time, experience, expertise and competencies of a person which can be used in the production method in an on-going concern.

Empirical Literature Review

Training Needs Assessment and Employee Performance

According to Boydell (1990), to become aware of your coaching wants you need to ask yourself: two Where your enterprise needs to go, what expertise and capabilities you need to help you get there? And which capabilities you already have inside the enterprise and which capabilities are you missing? In order to absolutely recognize all coaching requirements one should: Identify what you choose to achieve by using imposing a coaching programme, make certain your goals are SMART - Specific, Measurable, Achievable, Realistic and Time-bound, Involve team of workers - ask what education they experience they require, and provide an explanation for the advantages of education and elevate out a full audit of the abilities you already have in your business. Some group of workers ought to have hobbies and skills that you did no longer recognize about and that they are now not currently using.

Once it can be mounted which competencies are missing, it can be recognized what education is

required to fill that gap. It is essential to word that coaching should be relevant to the job, applicable to the man or woman carrying out the job and tied to enterprise objectives. It is essential to word that personnel can require training for a range of reasons, which commonly fall into two categories: Training to fill a performance gap as recognized throughout the performance administration procedure and Training to fill a "growth gap", that is, to be promoted or be capable to fill some other open function in the organization.

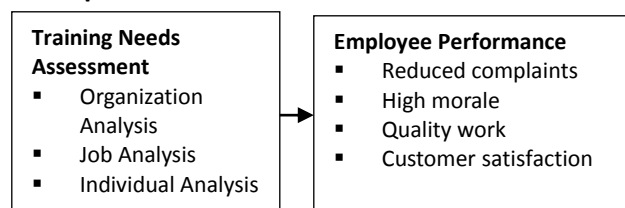
Atoki (2013) focused on coaching wants assessment (TNA) in a Libyan context. Organisational factors had been additionally found to have an influence on the system of individuals' wants assessment, in terms of the absence of terrific regulations or protocols bearing on to the process of figuring out training needs, or overlooking any rules or protocols, if any, for some reasons, which includes favouritism. This led to inclusive of these elements and troubles in the proposed theoretical framework. Mwakibasi (2013) investigated the magnitude of training needs evaluation effectiveness on Christian based totally employer in ELCT-Konde Diocese. The methodology used to be centred a sample size of sixty respondents from target population of one hundred and sixty 5 which was once selected using random and non-random sampling basis. It was once locate out that there was once no clear coaching want evaluation understanding of the thinking in the Diocese. Further, the Diocese was discovered to lack bench making training in its hierarchy. Besides, it realized that there used to be need for coaching need evaluation so as to achieve positive coaching so that personnel are equipped with capabilities for them to suit in the dynamic world.

In Bangladesh Banking sector, Tahmina and Razzak (2012) investigated the value of training want evaluation and hooked up that TNA is a necessity for wonderful and environment friendly education programme that resource in company development

and growth by elevated employee performance. On the other hand, Gabriel (2007) focussed on training want assessment and its function in the immigrant branch organizational performance. It was once located that there used to be irregular education need assessment conducted in the agency in spite of some of the personnel education in various study fields that have been conducted. The findings also published that solely person workers have been capable to relate without delay as well as a number parts of their job that have been interested.

Altarawneh and Aseery (2016) in coaching want evaluation in Saudi Arabia District of Assir General Educational Directorate. It was once printed that majority of the supervisor have now not been in a position to identify training needs for of the employees below their supervision. The shortcoming of education and development used to be found to be failure in figuring out training needs, inadequate motivation to spur participation in education and development and insufficient permitted and qualified centres for coaching as a end result of little assist from the exterior environment. Mumaet al. (2014) observed that in JKUAT as properly as different public universities in Kenya, coaching want evaluation was no longer performed successfully which led to insufficient commitment from the personnel towards their jobs. It was concluded training want assessment was once the most quintessential component as far as worker dedication is concerned.

Conceptual Framework



Independent variable Dependent variables

Figure 1: Conceptual Framework

Source: Author (2019)

METHODOLOGY

Descriptive survey research design was employed to determine the relationship between the dependent and independent variables and establish association between these variables. This design was considered appropriate since it facilitated gathering of reliable data while describing the true characteristics of employee training and performance of community health workers in Kakamega County. The target population comprised of 960 community health workers in Kakamega County from Matungu, Khwisero and Navakholo Sub-Counties. It had 350 community health workers from Matungu Sub County, 300 from Khwisero Sub County and 310 community health workers from Navakholo Sub County (GoK, 2019). The primary data was collected by a structured questionnaire. Questionnaire was developed based on the objectives of the study. The study used both descriptive and inferential statistical analysis methods. The study utilized graphic insights strategy for breaking down quantitative information (implies and other focal inclinations). In inferential insights, explicitly relationship and various relapse examinations were utilized. Information was investigated utilizing Statistical Package for Social Sciences (SPSS) which was a product apparatus for information examination.

RESULTS

Descriptive and Inferential Statistics

This part delineated illustrative discoveries and dialogs in connection to the investigation goals. The discoveries were exhibited in proportions of focal propensities (means) and proportions of variety or scattering (standard deviations). The announcements were moored on a five-point Likert scale. The respondents were required to express their dimension of concurrence on the things on the preparation conveyance approaches and the exhibition of network wellbeing specialists in Kakamega County where; 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree.

Training Needs Assessment on Performance of Community Health Workers

The objective of the study was to examine the influence of training needs assessment on performance of community health workers in Kakamega County. The statements were anchored on a five point Likert scale. The respondents were required to state their level of agreement with eight (8) statements relating to training needs assessment and the performance of community health workers in Kakamega County, where; 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree. The study further determined whether training needs assessment enhanced the performance of community health workers in Kakamega County. The results from the respondents were illustrated in the Table 1.

Table 1: Descriptive Statistics for Training Needs Assessment and Development

| Questions | Descriptive Statistics | | | | Std. Deviation |
|---|------------------------|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | |
| The preparation association followed up on input from businesses | 258 | 1.00 | 5.00 | 3.7829 | 1.36071 |
| The preparation concentrated on representatives' important abilities. | 258 | 1.00 | 5.00 | 3.2868 | 1.63709 |
| The preparation association was sufficiently adaptable to address our issues. | 258 | 1.00 | 5.00 | 3.8488 | 1.33947 |
| The preparation association managed any issues or protests | 258 | 1.00 | 5.00 | 3.9612 | 1.16634 |

| | | | | | |
|--|-----|------|------|--------|---------|
| The preparation association gave great help to working environment preparing and appraisal. | 258 | 1.00 | 5.00 | 3.9186 | 0.94455 |
| The preparation association unmistakably clarified what was normal from bosses. | 258 | 1.00 | 5.00 | 4.2984 | 0.99418 |
| The preparation helped workers recognize how to expand on their present learning and aptitudes | 258 | 1.00 | 5.00 | 3.6705 | 1.27379 |
| Evaluations depended on practical exercises. | 258 | 2.00 | 5.00 | 3.9922 | 1.03628 |
| Valid N (list wise) | 258 | | | | |

Researcher, 2019

From the Table 1, the respondents were asked to give their views/opinions on the questions asked on training needs assessment. The training organisation clearly explained what was expected from employers had a mean = 4.2984 0; standard deviation = 0.99418; assessments were based on realistic activities (mean = 3.9922 1; standard deviation = 0.3628); the training organisation dealt satisfactorily with any issues or complaints had a mean of 3.9612 and standard deviation of 1.16634; the question on whether the training organisation was flexible enough to meet our needs had a mean of 3.8488 and standard deviation of 1.33947; the training organisation acted on feedback from employers had a mean of 3.7829 and standard deviation of 1.36071; the training helped employees identify how to build on their current knowledge and skills (mean = 3.6705; standard deviation = 1.27379) and on the question whether the training focused on employees' relevant

skills had a mean of 3.2868 and standard deviation of 1.63709. Results indicated that only one variable had mean of 4.0 and above while the seven had means of less than 4.0.

Performance of Community Health Workers

The results on the dependent variable, the performance of community health workers in Kakamega County were ascertained. The statements were anchored on a five point Likert-type scale. The respondents were required to state their level of agreement with five (5) statements relating to the performance of community health workers in Kakamega County, where; 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree. The following are the results in relation to the performance of community health workers from the respondents in Kakamega County as illustrated in the Table 2.

Table 2: Performance of Community Health Workers

| Questions | Descriptive Statistics | | | | |
|--|------------------------|---------|---------|--------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| I meet my targets | 255 | 1.00 | 5.00 | 4.1569 | 0.82702 |
| Service delivery is exceptional | 255 | 2.00 | 5.00 | 4.3176 | 0.93756 |
| I will not hesitate to send another employee to attend the training | 255 | 1.00 | 5.00 | 4.3098 | 0.89294 |
| Customer satisfaction is high | 255 | 1.00 | 5.00 | 3.9843 | 0.83227 |
| I have noticed an increase in the employees' performance in workplace since their attendance of Training | 255 | 1.00 | 5.00 | 3.9569 | 1.24629 |
| I have noticed indicators that prove that employees benefit from the acquired skills in the training offered | 255 | 2.00 | 5.00 | 3.5451 | 1.12108 |
| Valid N (list wise) | 255 | | | | |

Researcher, 2019

From the Table 2, the question whether service delivery is exceptional (mean = 4.3176 ; standard deviation = 0.93756). I will not hesitate to send another employee to attend the training had a mean = 4.3176; standard deviation = 0.93756; I meet my targets had a mean = 4.1569; standard deviation = 0.82702; customer satisfaction is high had a mean of 3.9843 and standard deviation of 0.83227; I have noticed an increase in the employees' performance in

workplace since their attendance of Training had a mean of 3.9569 and standard deviation of 1.24629 and the question on whether I have noticed indicators that prove that employees benefit from the acquired skills in the training offered had a mean of 3.5451 and standard deviation of 1.12108. Results indicate that three variables had means of 4.0 and above while three had means of less than 4.0.

Inferential Statistics and Discussions

Table 3: Regression Results on Training Needs Assessment and Performance of Community Health Workers
Model Summary ^c

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change statistics | | | | |
|-------|-------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square change | F change | df1 | df2 | Sig. F change |
| 1 | 0.553 | 0.306 | 0.283 | 0.70021 | 0.306 | 13.541 | 8 | 246 | 0.000 |

- a. a. Predictors: (Constant), Training Needs Assessment
b. c. Dependent Variable: Performance of community health workers

ANOVA^a

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------|
| 1 | Regression | 53.112 | 8 | 6.639 | 13.541 | 0.000 |
| | Residual | 120.614 | 246 | 0.490 | | |
| | Total | 173.725 | 254 | | | |

- a. Dependent Variable: Performance of community health workers
c. b. Predictors: (Constant), Training Needs Assessment

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Correlations | | |
|-------|---------------------------|-----------------------------|------------|---------------------------|-------|-------|--------------|------------|---------|
| | | B | S.E. | | | | Beta | Zero order | Partial |
| | | 1 | (Constant) | 2.289 | | | 0.308 | | 7.432 |
| 1 | Training Needs Assessment | 0.359 | 0.062 | 0.408 | 5.826 | 0.000 | 0.480 | 0.348 | 0.310 |

- a. Dependent Variable: Performance of community health workers
b. . Predictors: (Constant), Training Needs Assessment

Results from the Table 3 illustrated that the means of training needs assessment and the performance of community health workers in Kakamega County were regressed. This was the objective of the study. It hypothesis was:

H₀: Training needs assessment has no significant influence on performance of community health workers in Kakamega County.

Regression analysis, correlation analysis, ANOVA and t-tests results were used to test the hypothesis at 0.05 % significance level, with 95% confidence, which was adequate in sociologies.

H₀₁: Training needs appraisal has no noteworthy effect on execution of network wellbeing specialists in Kakamega County.

From table above, there was proof that the connection between preparing needs evaluation and the presentation of network wellbeing specialists of Kakamega County was sure, straight and significant {regression coefficient (B=0.359), relationship coefficient (beta=0.408), ANOVA (F=13.541) while t-test esteem (t=5.826)}. The coefficient of assurance, R-square of 0.306 delineate that 30.6% of the fluctuation in the exhibition of network wellbeing laborers of Kakamega County is clarified via preparing needs evaluation. The invalid speculation is acknowledged whether the p-esteem is more than 0.05, a sign that the connection between the two factors isn't huge.

Results delineated that the connection between preparing needs evaluation and the presentation of network wellbeing laborers was certain and noteworthy and at p-estimation of under 0.05, the invalid theory was rejected. The relapse model between preparing assessment and the exhibition of network wellbeing specialists was expressed as:

Execution of network wellbeing laborers = 2.289 + 0.359 preparing needs appraisal.

These discoveries agreed with the examination by Atoki (2013) who concentrated on preparing needs appraisal (TNA) in a Libyan setting. Authoritative elements were additionally found to affect the procedure of people's needs evaluation, regarding the nonappearance of proper guidelines or conventions identifying with the way toward recognizing preparing needs, or ignoring any guidelines or conventions, assuming any, for certain reasons, including partiality. This prompted including these components and issues in the proposed hypothetical structure. Mwakibasi (2013) researched the centrality of preparing needs appraisal viability on Christian based association in ELCT-Konde Diocese. It was understood that there was requirement for preparing need appraisal in order to accomplish viable preparing so representatives are outfitted with abilities for them to fit in the dynamic world.

SUMMARY

Relationship between training needs assessment and the performance of community health workers of Kakamega County was positive, linear and significant {regression coefficient (B=0.359), correlation coefficient (beta=0.408), ANOVA (F=13.541) while t-test value (t=5.826)}. The coefficient of determination, R-square of 0.306 illustrate that 30.6% of the variance in the performance of community health workers of Kakamega County is explained by training needs assessment.

CONCLUSIONS

Relationship between training needs assessment and the performance of community health workers of Kakamega County was positive, linear and significant and it accounted for 30.6% of the variance in the performance of community health workers of Kakamega County.

RECOMMENDATIONS

Training need assessment should address gap between "what is" and "what ought to be" regarding training and development activities which were not adequately addressed during employee training among staff of community health workers in Kakamega County.

Suggestions for Further Research

Based on the results, conclusions and recommendations, the following were suggestions for further research.

- The study was done in Kakamega County; similar research was encouraged in other 46 counties in Kenya.
- Further research was encouraged to establish the moderating influence of organization factors on the relationship between employee training and performance of employees in the health sector to ascertain whether consistent results could be obtained.

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