

## **The Impact of Training and Development on Employee Job Enrichment in the Kano Electricity Distribution Company**

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### **Abstract**

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**T**raining and development strengthen those skills, competencies and capabilities that an employee needs to improve his performance. Well-articulated training and development programs help the employees to achieve job enrichment and employer to attain improved organizational performance. This study assesses the extent to which training and development improve employee performance in the Kano Electricity Distribution Company (KEDCO). The study adopts mixed research method. Both primary and secondary sources of data were used; primary data were through the administration of questionnaires and interview. A 331 sample size of respondents was used; interviews were also conducted to 20 management staff of the KEDCO headquarter and regional offices in Kano, Katsina and Jigwawa states. The secondary data used in this study include publications, such as annual reports, journals, conference papers, gazettes, circulars and unpublished dissertations as well as textbooks. Both descriptive and inferential statistics were used in presenting and analyzing the data for the study. It found a significant relationship between training and development and employee job satisfaction in Kano Electricity Distribution Company. The study recommends that a concerted effort should be made by the management of Kano Electricity Distribution Company to ensure that training needs analysis are observed when selecting employees for training in the Kano Electricity Distribution Company. This will help to identify the gap between the training needs and skills of the employee.

**Keywords:** *Training, Development, Job enrichment, Employee, Electricity Distribution Company*

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### **Background to the Study**

Training is a continuous activity that enables employees to acquire new skills, knowledge and attitudes and to attain improved Job performance and achieve job enrichment within the organization. Employees who are trained and given additional autonomy to perform their jobs appear to be more satisfied enriched and productive. Armstrong (2006) described training as a systematic approach that enables employees to attain knowledge and skills in order to accomplish their tasks effectively with the resultant improvement in their behavior. Training and development contribute positively towards organizational growth. Training refers to the methods used to develop skills in the employees required to perform the job (Dessler, 2008). Most organizations consider training and development as an important factor of human resource activity. Training is an organized activity for increasing the knowledge and skills of people for a definite purpose. It involves systematic procedures for transferring technical know-how to employees so as to increase their knowledge and skills for doing specific jobs with proficiency, in other words, the trainees acquire technical knowledge, skills and problem solving ability by undergoing the training program

The concept of Job enrichment has become a fundamental tool for the management of employee performance and organizational growth. This occurs when employers through development (training) and intensification place extra amount of work on employees with the aim of making it more interesting, meaningful and increasing job challenges and responsibility. Job enrichment demands development effort. Managers must have better understanding of what the employee needs and must be able to identify the gap between what an employee does what he needs to do. As such, the need for developing employee skills is imminent in ensuring job enrichment (Choudhary, 2016). Mione, (2004) sees Job enrichment as a managerial activity intended to provide employees with the necessary resourcing strategies to facilitate skill development opportunities. It is a motivational need given to an employee to increase the opportunity to optimally and effectively utilize his talents, abilities and capacities

The principle of job enrichment in the practice of human resource management has tremendously been seen as a dynamic process of increasing work structures and processes within an environment that gives room for autonomy, flexibility, personal growth and satisfaction to the workplace (Aguinis, 2009). Several studies have indicated that when tasks are routine, monotonous, repetitive and unrewarding with an over controlled authority structure, workers tend to be highly dissatisfied, bored and demotivated. Job enrichment in organizational development has contributed in reducing these de-motivating factors by giving employees the right of decision making (Derek, & Laura, 2000) and control over their tasks in order to promote healthier performance to the workplace (Garman, Davis-Lenane and Corrigan, 2003). Though, Brown (2004) argued that “Job enrichment doesn't work for everyone”. The principle of individual differences indicates that some people tend to assume more responsibilities which later lead to skill varieties, self-sufficiency, personal growth and satisfaction while others resist (Hower, 2008). However, it can be reiterated that job enrichment becomes effective, meaningful and interesting to employees provided the tasks will increase job satisfaction and productivity.

Globalization, coupled with the change in economic perception leads to the reforms in the Nigerian electricity supply industry. The reform sees the emergence of Kano Electricity Distribution Company (KEDCO) as one of the major Distribution Companies operating in the northwest geopolitical zone of Nigeria. The company is mandated to generate, distribute and market electricity in the three states of Jigawa, Kano and Katsina. It is also among the 11<sup>th</sup> Electricity Distribution Companies that are recently privatized (KEDCO), in particular was taken over by Sahelian Consortium SPV on 1<sup>st</sup> November, 2013. The company became a public liability company on November 7<sup>th</sup> 2005 with the implementation of the electricity sector reform act of 2005 (EPSRA 2005). As one of the unbundled Electricity Distribution Companies (Tafida 2019), its core business activities are as described under section 67 of the EPSRA 2005 as follows; connecting the customer for the purpose of receiving a supply, installation, maintenance and funding of Meters, billing and collection of revenue, and such other distribution services may be prescribed for the purposes of this section. The company discharges its function of distribution and marketing electricity through nine regional offices located across three states (EPSRA 2005).

### **Statement of the Problem**

The training policy of the previous state owned enterprises is considered lopsided with more emphasis given to the technical department to the detriment of the Commercial, Administration and account department. The training institutes in Jos, Shiroro and Enugu are all technical in nature. It was the implementation of EPSRA 2005 as amended in 2007 that saw the emergence of the National Power Training institute (NAPTIN) in March 23<sup>rd</sup> 2009 with the mandate of training power sector personnel and coordinating training activities in the sector. In pursuit of this mandate NAPTIN has taken over the management of existing seven regional training centers of defunct Power Holding Company of Nigeria (PHCN), to see that training is made available, accessible and mandatory for all employees in the company which in turn generates euphoria for the survival of the organization and increase employee job satisfaction, (Tafida 2019).

Therefore, it is in the light of the above background and problem statement that one fundamental question this research work wants to ask is, "How does training and development enhance Employee Job Enrichment. in the Kano electricity Distribution Company between 2015-2018? The main objective of this study is to examine the Impact of training and development on Employee Job Satisfaction in Kano Electricity Distribution Company.

### **Literature Review**

According to Flippo, (2007) Training is the act of increasing the knowledge and skills of an employee for doing a particular job. It involves the development of skills that are usually necessary to perform a specific job. Its purpose is to achieve a change in the behavior of those trained and enable them to do their jobs better. Training makes newly appointed workers fully productive in the minimum of time. It is equally necessary for employees whenever new machines and equipment are introduced and/or there is a change in the techniques of doing things. In fact, training is a continuous process. It does not stop anywhere. Managers continuously engage their subordinates in training. They should ensure that any training

program should attempt to bring about positive changes in the (i) Knowledge, (ii) skills, and (iii) attitudes of their workers. The purpose of training is to bring about improvement in the performance of work. It includes the learning of such techniques as are required for the better performance of definite tasks.

The objective of training is to achieve a change in the behavior of those trained in the industrial situation. This means that the trainees acquire new techniques, skills, problem-solving abilities and develop proper work attitude. The trainees apply the newly acquired knowledge on the job in such a way as to keep them in the achievement of organizational goals and targets. Training is a necessary activity in all organization. It plays a large part in determining the effectiveness and efficiency of the organization. Training is must for all. A training program enables the trainee to achieve the reasonable level of acceptable performance, to achieve improved performance and increase productivity, quality and profitability, change Organizational climate and culture, to improve health and safety and possibility and personal growth and development. (Flippo 2007)

Training enables employees to get acquainted with jobs and also increase their aptitudes and skills and knowledge. It makes newly recruited employees fully productive in the minimum of time. Even for old workers, it is necessary to refresh them and enable them to keep up with new methods and techniques as well as new machines and equipment for doing the work. Thus, training is not a one-step process but it is a continuous or never-ending process because it increases the knowledge and skills of new employees in performing their jobs and serves as a refresher course for the employees. (Flippo 2007)

According to Leach and Wall (2004), it is the design of a job that increases the volume of employees' autonomy, control, skill varieties and responsibility, which invariably help to reduce rigidity, tediousness, lack of creativity and employee dissatisfaction. Frederick Herzberg in the 1950s developed and saw job enrichment as the 'vertical loading' of a job (Davoudi, 2013). This means that an enriched job should provide a range of tasks to be done with an adequate feedback mechanism, encouragement and communication. Leach and Wall (2002) posited that Job Enrichment is a vertical expansion of tasks with increase in employee control and responsibility. Job Enrichment is a systematic technique of "harnessing works processes and procedures for stimulating employees' performance and satisfaction" (Robbins and Judge, 2011). This implies that workers can sense job dissatisfaction when they realize their jobs lack necessary challenge(s), lack of adequate recognition, respect, creativity and other motivators, repetitive procedures or a highly bureaucratic and over-controlled authority structure. Job enrichment, according to Kotila (2001), is a job design technique that is useful in providing autonomy and encouraging employees' initiative towards high quality performance and job excellence. Mione (2004) sees Job enrichment as a managerial activity intended to provide employees with the necessary resourcing strategies to facilitate skill development opportunities. Ralph Brown (2004) concluded that enriching the job brings about internal work motivation and not just more work for them to do. Hence, Job enrichment serves as a roadmap to job fulfillment by improving the level of employees' responsibility, acknowledgement, creativity, autonomy and control of the job to be performed in the

organization. Job, according to Leach and Wall (2004), is a design of job that increases the volume of employees' autonomy, control, skill varieties and responsibility, which invariably help to reduce rigidity, tediousness, lack of creativity and employees dissatisfaction.

### **Empirical Literature**

Rahman, (2014), in his paper, "Training and job satisfaction for organizational effectiveness: A case study from the banking sector," made a correlation between training and development programs and the job satisfaction of employees. He found out that training and development is the most important component of organizational effectiveness in commercial bank in India. This study left a gap for our study. It was limited to the relationship between training and employee job satisfaction while our investigation is on the relationship between training and job enrichment in Kano Electricity Distribution Company.

Raja, Furqan, and Aslam, (2011). conducted a research on the impact of training and development on organizational performance. The study is centered on the effect of on the Job training and training delivery design on organization performance. The data was collected from both primary and secondary sources. A sample of 100 respondents from different organization in Islamabad of Pakistan was used as the sample size. The finding shows that there is a significant relationship between Training and development on organizational performance. This study left a gap for our study as it lacks a coherent methodological and sample technique. Our research is unique in the sense it has a clear method used in designing the population and sample size of respondent through the use of the Krejcie and Morgan table to determine the sample size and cluster technique to design the area of the study, while our research investigation was aimed to find out the relationship between training and job enrichment in the Kano Electricity Distribution Company.

Salau, O, Adeniyi, A and Oyewunmi A. (2014) conducted a research on the "Relationship between element of Job enrichment and organizational performance among the non-Academic staff in Nigerian Universities." Descriptive research method was used, stratified and simple random sampling technique was adopted, 197 valid questionnaires were distributed to selected public universities in Ogun state south west Nigerian, filled and returned. The finding shows that there is a positive correlation between the element of job enrichment and organizational performance. The study left a gap for our investigation to take place as the emphasis is on job enrichment and organizational performance. Our research seeks to establish a nexus between training and job enrichment in the Kano Electricity Distribution Company.

### **Theoretical Framework**

#### **The Frederick Herzberg Two Factor Theory**

This study adopts the two-factor theory as its theoretical framework. The theory was developed by Herzberg (1959) following an investigation into the sources of the job satisfaction and dissatisfaction of accountants and engineers. It was assumed that people had the capacity to report accurately the conditions that made them satisfied and dissatisfied with their jobs. Accordingly, the subjects were asked to tell their interviewers about the times during

which they felt exceptionally good and exceptionally bad about their jobs and how long their feelings persisted. It was found that the accounts of 'good' periods most frequently concerned the content of the job, particularly achievement, recognition, advancement, autonomy, responsibility and the work itself. On the other hand, accounts of 'bad' periods most frequently concerned the context of the job. Company policy and administration, supervision, salary and working conditions more frequently appeared in these accounts than in those told about 'good' periods. The main implications of this research, according to Herzberg, are that:

*The wants of employees divide into two groups. One group revolves around the need to develop in one's occupation as a source of personal growth. The second group operates as an essential base to the first and is associated with fair treatment in compensation, supervision, working conditions and administrative practices. The fulfillment of the needs of the second group does not motivate the individual to high levels of job satisfaction and to extra performance on the job. All we can expect from satisfying this second group of needs is the prevention of dissatisfaction and poor job performance.*

These groups form the two factors in Herzberg's model: one consists of the satisfiers or motivators, because they are seen to be effective in motivating the individual to superior performance and effort. The other consists of the dissatisfies, which essentially describe the environment and serve primarily to prevent job dissatisfaction, while having little effect on positive job attitudes. The latter were named the hygiene factors in the medical use of the term, meaning preventive and environmental.

Applying this theory to our research study, it's pertinent to note that achieving job enrichment requires additional training that will equip the employee with new skills, techniques and problem solving abilities that will help him to develop proper work attitude. The aforementioned objectives of training can best be equated to what Herzberg described as the content of the job that make up individual employee to feel satisfied if they are present in the job. While the basic tenant of job enrichment includes, increase the volume of autonomy, control, skills varieties and responsibility which invariably help to reduced employee job dissatisfaction.

## **Methodology**

The study adopted a mixed method research design, where data collected involved both the quantitative and the qualitative. The population of the study comprises the population of all the employees of Kano Electricity Distribution Company that spread across the regional office of Kano, Jigawa, Katsina s and KEDCO head office which has a total population of 2418. The Krejcie and Morgan sample size table was used to select 331 as the sample size of the population. KEDCO headquarters 67(20%), Kano regional offices 147(45%), Katsina regional Offices 76(23%) and Jigawa regional Offices 41(12%) of the total population. Multi-stage sampling technique was used in this study. The sources of data are secondary; through Journals textbooks, circulars, gazettes and other official document and primary; through the use of questionnaire and interview. The study used both descriptive statistics and inferential statistics in describing and analyzing the data. Linear regression (SPSS) was used as a tool for the data analysis.

## Result and Discussion of Findings

**Table 1:** Rate of questionnaire return

Questionnaires	Number	Percent
Administered	331	100%
Retrieved	311	91.9%
Unreturned	11	8.1%
Valid	288	85.5%
Invalid	32	6.1%
Total	331	100%

**Source:** Researcher's Survey, 2018

Table 1 above presents data from questionnaires return. It shows that 331(100%) questionnaire was administered out of which 311(91.9%) retrieved 11(8.1%) unreturned, 288(85.5%) of the questionnaire returned valid and 32(6.1%) of the return invalid.

### Data presentation on Hypothesis

Analysis of the data from Hypothesis that states; “There is no significant relationship between training and Job enrichment in Kano Electricity Distribution Company”.

**Table 2:** Training policy and programs tailored to ensure promotion and employee growth in this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	11	3.8	3.8	3.8
	Disagree	33	11.5	11.5	15.3
	Undecided	29	10.1	10.1	25.3
	Agree	152	52.8	52.8	78.1
	Strongly agree	63	21.9	21.9	100.0
	Total	288	100.0	100.0	

**Sources:** Researcher's Survey 2018

Table 2, above present the responses on the question statement that says "Training policy and program are tailored to ensure promotion and personal growth in this organization. 11(3.8%) strongly disagreed, 33(11.5%) disagreed, 29(10.1%) undecided, 152(52,8%) agreed. While the remaining 63(21.9%) of the responses strongly agreed. The findings reveled that majority of the responses 215 (74.7%) agreed that training policy and programs in Kano Electricity Distribution company are designed to ensure employee growth and promotion. Furthermore, interviews conducted with the management staff of Kano Electricity Distribution Company regional offices and headquarter reveled that majority of the respondent accept that Training is made routine and mandatory to all caliber of employee in Kano Electricity Distribution Company.

**Table 3:** Need assessment criteria is used for selecting employee on training in this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	20	6.9	6.9	6.9
	Disagree	89	30.9	30.9	37.8
	Undecided	77	26.7	26.7	64.6
	Agree	93	32.3	32.3	96.9
	Strongly agree	9	3.1	3.1	100.0
	Total	288	100.0	100.0	

**Sources:** Researcher's Survey 2018

The above table 3 presents the Data responses on Question that says 'Need assessment is the criteria used for selecting employee on training. 20(6.9%) strongly disagreed, 89(30.9) disagreed, 77(26.7%) undecided, 93(32.3%) agreed while 9(3.1%) of the total respondent strongly agreed. Investigation discovers that majority of the responses agreed that Need assessment criteria are observed for selecting employee on training, those who agreed with the statement are 102(35.4%) of the total responses, Though the number is not that substantive due to percentage of those are undecided. This shows that employees are not that conversant with the criteria use for training selection.

The interviews conducted to the Management staff of KEDCO regional offices and headquarter revealed that training are made routine and compulsory, while employee are selected from all regional unit and head office to acquire the knowledge and skills on how to achieved desired job enrichment. The interviewee asserts that from 6<sup>th</sup> -17<sup>th</sup> august 2018 a training on occupational safety and health administration was organized to over 1700 employee of the organization batch by batch. Therefore, from the above analysis from both questionnaires and interviews we can conclude that need assessment criteria are not fully observed for selecting employees training.

**Table 4:** Employees are exposed to new skills, knowledge and technicalities designed to achieve job enrichment in this organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	33	11.5	11.5	11.5
	Disagree	55	19.1	19.1	30.6
	Undecided	96	33.3	33.3	63.9
	Agree	83	28.8	28.8	92.7
	Strongly agree	21	7.3	7.3	100.0
	Total	288	100.0	100.0	

**Sources:** Researcher's Survey 2018

The above table present information from the responses of the question statement that says 'employee are exposed to acquire new skills, knowledge and technicalities that will improve his job enrichment' 33 (11.5%) strongly disagreed, 55 (19.1%) disagreed, 96 (33.3%)



undecided. 83 (28%) agreed, while 21 (7.3%) of the total respondent strongly agreed. The findings show that majority of the respondent 101 (36.1%) agreed that employee are train in line with their Job designation in Kano Electricity Distribution Company.

Complementing the opinion of the questionnaire respondent with interview conducted with management staff of KEDCO headquarter and regional offices, Majority of the interview state that employee are train in line with their job designation, the interviewee also explain that technical staff are selected to attend training on how to improved skill related to artisan Job such as; fault clearing, cable Jointing, meter connection and maintenance of electricity transformers while marketing staff are train on how to improved revenue collection, meter reading and customer relationship.

**Table 5:** Training programs are relevant enough to boost employee morale to assume new responsibilities and challenges in this organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	12	4.2	4.2	4.2
	Disagree	26	9.0	9.0	13.2
	Undecided	41	14.2	14.2	27.4
	Agree	172	59.7	59.7	87.2
	Strongly agree	37	12.8	12.8	100.0
	Total	288	100.0	100.0	

**Sources:** Researcher's Survey 2018

Table 5 above present the view of the respondent that training programs and compensation packages are relevant enough to boost employee morale and achieve job enrichment. 12 (4.2%) strongly disagreed, 26 (9,0%) disagreed, 41 (14.2) undecided, 172 (59.7%) agreed, while remaining 37 (12.8%) of the total respondent strongly agreed. Information discovered from majority of the respondent 209 (72.5%) agreed that training programs and Compensation packages are relevant and can improve job enrichment in Kano Electricity Distribution Company.

However, Information from the Interview conducted with the management of KEDCO head quarter and regional offices revealed that majority of the interviewee accept the opinion that training boost employee morale as they are exposed to modern techniques and work method, safety assurance and other approaches to job enrichment, which consequently improve the organization performance

### Hypothesis Test

The hypothesis tested stated that: There is no significant relationship between training and development and employee Job enrichment in Kano Electricity Distribution Company. The independent variable is “Training and development” and dependent variable is “Job enrichment” The study wants to see the relationship between the variables. Simple linear regression was used to determine the effect of training and development process on employee Job enrichment in Kano Electricity Distribution Company.

**Table 6:** Regression result

Variables	Coefficient	t-statistics	Sig.s
Constant	2.269	6.326	.000
Training	0.47	5.239	.000
R	.611 <sup>a</sup>		
R-squared	.661		
Adjusted R-squared	.453		
F-statistic	55.067		0.000

**Source:** SPSS Output, 2019

Table 6 shows the results from the simple regression analysis, which tests the impact of training and development on job enrichment as shown. The F-statistic, which measures the adequacy and fitness of the model used in the study stood at 55,067 with a sig-value of 0.000<sup>b</sup> which is significant at 5%; this shows that the model is fit for the data.

The empirical findings show that R, the correlation coefficient stood at .611, which indicates a weak correlation. R<sup>2</sup>, the coefficient of the determination of the variables stood at .661, indicating that about 66.1% of the total variation in Job enrichment is explained by variations in the training as captured in the study. The adjusted R<sup>2</sup> being 0.453 also indicates that recruitment and selection will still explain 45.3% of the variations in job enrichment even if other variables were added to the study.

The coefficient Training stood at 0.47, which is positive. This implies that an increase in the current training procedure would lead to an increase in employee job enrichment with about 47% in the Kano Electricity Distribution Company. However, the t statistics stood at 6.326, with a sig-value of 0.000 (less than 0.05) indicating that the relationship depicted in the model is significant at 95% confidence level. This implies that the study has enough statistical evidence to reject the null hypothesis.

### Decision Rule

All parameters are judged on the basis of their respective probability values which is denoted as Sig. in SPSS output. Where this value is less than 0.05, irrespective of the size or direction of the coefficient of the parameter, the parameter is said to be significant at the 5% level of significance or 95% confidence level and the null hypothesis is rejected. However, where the p-value is greater than 0.05, the parameter is said to be insignificant at 5% level of significance and the null hypothesis is accepted. Based on the above analysis, the study reject the null hypothesis H<sub>0</sub>, which state that; there is no significant relationship between training and job satisfaction in Kano electricity Distribution Company.

### Discussion of the Findings

Findings also show that, training has a positive and significant effect on employee Job enrichment in the Kano Electricity Distribution Company. Investigation revealed that majority of the responses (215 or 74.7%) from the data presented in Table 4.2 agreed that training policies and program exist in KEDCO. It also shows that training is made routine and

compulsory to all caliber of employees in the organization, as part of their efforts to motivate workers and also pre-requisite for promotion.

### **Recommendation**

The study recommends that management should ensure that need assessment criteria are judiciously applied in selecting employees for training. This will help bridge the gap of knowledge and skill among employees, especially between what they know how to do and what they need to know.

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