

NEED AND IMPORTANCE OF TRAINING

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Abstract

In Bramley's (2003) words, training involves learning and educating employee to do something to result in things being done differently. He explains that training is a process that is planned to facilitate learning so that people can become more effective in carrying out aspects of their work. According to the CIPD, Training is expected to equip employees to help them become 'strategically unique, in addition to the provision of skills, knowledge and attitudes needed to achieve operational efficiency. 'Training is a planned process to modify attitude, knowledge or skill behaviour through learning experience to achieve effective performance' (Wilson, 2006). 'Employee Development is a process for preparing employees for future job responsibilities. This may include formal and informal training, education, mentoring, coaching etc' (Armstrong, 2008). Although the terms training and development are often linked, these address slightly different needs. Training focuses on learning the necessary skills and acquiring the knowledge required to perform the job. It deals with the design and delivery of learning to improve organization performance. On the other hand, development focuses on the preparation needed for future jobs; it should be considered investment in the work force since its benefits are long term (Armstrong, 2006).

Keywords: Human Resource Management, Training, Development and Quality of work life.

Introduction

In the changing phase of the market, all organizations have a number of opportunities to grab and number of challenges to meet. Due to such environment, the dynamic organizations are smoothly surviving in the present competition. The organizations face a lot of pressure in the competence for a talented work force, for constantly improving the production methods, entrants of advanced technology and for the employees who are inclined to achieve work life balance. The success of any organization depends upon the quality of the work force, but in order to maintain the quality of the work force, many organizations come across a number of obstacles. Training proves to be a parameter for enhancing the ability of the workforce for achieving the organizational objectives. Good training programs thus result in conquering of the essential goals for the business. Hence, training is significant for giving a dynamic approach to the organization. This dynamic approach is necessary because every organization that adopts a controlled way of functioning may not be able deliver consistent results but a dynamic and flexible organization may do so.

In 1970s, the efforts of career planning and development were mainly dedicated on young employees those demonstrate to have a high potential. It has been suggested for the organizations to make plan for future and provide training and development to their fresh employees for the high-ranking positions in future (Moses 1999). However, the career path model develops very well through the conservative commitment which employees would offer to their organization. This commitment can be described as emotional agreement by which employers are commonly guaranteed the loyalty for long term commitment with organization in result of providing employees work safety, chances for advancement in career, and training opportunities (Feldman 2000). The proficiency to acquire on the commitment promptly on the top of organizations reduced during 1980s when organizations were trying to moving a flat hierarchy where

fewer opportunities for promotion. In 1950s a particular number of organizations adopted the similar way to train their employees. However, in 1950s Crotonville Management Development Institute has developed by General Electric (Gerbman 2000). In start of 1960 MacDonalld also followed this trend and start Hamburger University for the training of their employees. Therefore currently maximum number of organizations emphasized on the training and development of the employees.

In every sector the accomplishment of any organization is tremendously rely on its employees. However, there are different other aspects that perform a major part; an organization need to ensure efficient employees in line with inancially dominant and competitive in the market. Therefore to sustain this valuable human resource, organizations required to be conscious about the job satisfaction and retention of employees. Some of the organizations think that employees are looking for only financial profits from their works. This statement neglects high significance that most of the employees placed there selves on the inherent benefits of their professions. Consequently, it is not just employee job satisfaction and retention but it has undesirable effects on the organizations. Every organization should have the employees, who are capable to swiftly adjust in continuously fluctuating business environment. Today most of the companies are investing a lot of money on the training and development of employees in order to remain competitive and successful part of the organization. The importance of training for employees is rapidly growing and organizations are using this tool to compete with their competitors in the market.

There is momentous discussion between scholars and professionals that training and development program has effective impact on objectives of employee and organizations. Some of the scholars suggest that training opportunities increase in high employee turnover whereas the other claimed that training is an instrument which is beneficial for employee retention (Colarelli and Montei 1996; Becker 1993). Irrespective of all discussion, most of writers agree that employee training is a complicated human resource practice that can expressively influence on the accomplishment of the organizations. Furthermore, organizations are struggling to get success in the worldwide economy, trying to differentiate on the basis of abilities, information, and enthusiasm of their workforce. Reference to a current report prepared by American Society for Training and Development, organizations are spending more than \$126 billion yearly on employee training and development (Paradise 2007). Training is an organized method of learning and development which expand the efficiency of individual, group, and the organization (Goldstein and Ford 2002). Development mentions the accomplishments leading to gaining of new abilities and skills for personal growth of employees. Furthermore, it is usually challenging to determine whether a precise exploration study reports to training, development, or both. In the rest of all this assessment, we used the term “training” to mention training and development.

Training and Development Program

Internationally different companies provides training and development program to their employees for the improvement of their skills and abilities. In the start of 90s Sears Credit initiated a key rearrangement and retorted with a career-development programs. This program was developed for employee in order to line up their skills with changing jobs and also ensured that program was adding value for the growth of their organization. Companies also think that they were not allocating career opportunities to their employees with acquaintances and abilities to get benefit from these opportunities (O’Herron and Simonsen 1995). JC Penny, countrywide wholesale departmental store, developed a virtual university to support the employees to get abilities and skills as required by their jobs (Garger 1999). Tires Plus, tire retailer based on Minnesota, established Tires Plus University to its employees to increase recruitment, retain employees of the store, and fill up the key positions and augments whole improvement of the employees. U.S. Tsubaki, Illinois, established UST University to provide and calculate training and organizational development programs that fulfill the organizational and individual needs of the organizations (Callahan 2000). All over the world different companies are providing different programs for the betterment and skill improvement of their employees which are based on same logic Mel Kleiman (2000) described that the essentials parts of a

worthy employee training program are constructed on orientation, management skills, and operational skills of employees. These theories are the groundwork of any employee development program. Janet Kottke (1999) described that employee development programs must be comprises with core proficiencies, appropriate structure through which organizations develop their businesses at corporate level. The basic function of the theory is to gain knowledge, cooperation, inventive thinking and resolving problem (Kottke 1999). Fundamental goals of several employee development programs are to deliver the mission of the organization and support workers to learn the culture of the organization (Gerbman 2000). These objectives provide help to the strategic goals of business by facilitating learning chances and support organizational culture (Kottke 1999). The requirements for technical training program for employees raised their job satisfaction and help to understand the culture of organization, which lead to the success of the organization. We must take care about these elements that employee should be updated with the present knowledge of the job. Employee will be more productive, if companies provide them training as per the requirement of the job.

Today most of the organizations have built up different programs for the training and development of their employees. Usually companies offered tuition reimbursement package to their employees so that they can improve their knowledge and education. It has been found by the Corporate University that almost 10 percent of employees are entitled for this benefit (Rosenwald 2000). Furthermore, only senior management and those employees who are at top level are entitled for tuition reimbursement (Rosenwald 2000). As a result thereof, many organizations conduct in-house training programs for their employees that are more beneficial and cheap. Training section of the organizations attempts to concentrate on particular job proficiency whereas the corporate department is proactive with an additional strategic approach. Training and development program is a planned education component and with exceptional method for sharing the culture of the organization, which moves from one job skills to understand the workplace skill, developing leadership, innovative thinking and problem resolving (Meister, 1998). Employee development programs includes a variety of teaching technique, schedule, and helping learning environment that ensure employee to improve their skills and later apply on their jobs (Gerbamn 2000).

Components of Training and Development Program

There is no particular method for developing the employee training, however particular significant methods that would be measured. A perfect employee training and development program must be the mixture of knowledge, career development and goal setting. These approaches will benefit the program to be more useful for the employees and organization. Today organizations are extensively using the Information Technology systems for their learning programs. Knowledge and information systems are rapidly moving ahead and those companies cannot survive that provide up to date knowledge of I.T. to their employees. For a new task training must be given to employees so that they can easily cope with new task. It should be the responsibility of the organization to assured that employees have knowledge, skills and abilities, and these skills must be according to the required level of the job. Furthermore, when employees need required skills and knowledge it should be provide them on the right time without any delay. In the result thereof, companies required to make sure that employee can learn whenever they required (Garger 1999). To complete this purpose organizations required the internet and computer based learning segments.

The basic reason for career planning as quantity of employee training program is not merely to support employees to think that their employers are financing in their career, furthermore keep in mind that they help employees to manage various characteristics of their lives and a clear promotion track. Employers cannot make promise with employees for their job security, but they provide them opportunities to improve their knowledge and skills, so that they can remain sustain in job market (Moses 1999). Career development of the employees should be established on bright career path which employee can easily recognize and gave it worth (Nunn 2000). To achieve this purpose, employee must classify their work, work

priorities and current skills they have to do their job. Therefore, employees can start identify the jobs that would require in future and set of skills to manage those jobs (Moses 2000). As result thereof, employee should improve understanding to work, better accountability for career and strategy for action to attain upcoming goals.

The main problem suffer by organizations is to commit this practice, which may take some employees to leave the organization and look around for certain job vacancies outside the organization (O'Herron and Simonsen 1995). Furthermore, sometimes employees feel the risk of right sized of employee in the organization. The key element of career planning and employee development is goal setting. Therefore it has been described that learning programs support employees to enhance their performance instead of just increasing their work competencies (Gerbman 2000). It is better to give the opportunity to employees to perform their jobs in a better way and if they need help, organizations must provide them proper tools to perform the job. Development program help the employees to learn and facilitating them to become a critical philosopher (Garger 1999). Sears Roebuck & Co. remains careful on this idea as organization doesn't want that all employees think similar but the organizations need to give those employees conceptual skills to think in a different way (Gerbman 2000).

An employee from Tires Plus described that he educated additional about the organization instead of just doing his work and this assist him to think in what way he can positively influence on the goals of the organizational (Dobbs, 2000). Individual should improve their knowledge so that organizations get them hand to hand and pay them good salary. It is the main responsibility of the organizations to provide opportunities to their employees but individual should take initiative to use those opportunities for the betterment of their future career (Garger 1999). Employee training and development programs should create in a way that it not only accomplish its goals but have optimistic consequences on employee and organization. The organizations which are using employee development programs are getting positive results from the individuals by using this program.

Individual Benefits from Training and Development Program Career Competencies

Employees get a lot of benefits from the employee training and development program. They learn the soft and technical skills as required by their jobs. In last 30 years unemployment is at its lowest rates which is not beneficial for the workers to start new job, if opportunities for growth are fewer (Dobbs 2000). Fresh university graduates mostly considering for a firm which provides intensively training programs to their employees, but this idea is risky for organizations to lose fresh trained employees with couple of years (Feldman 2000). Professional which are placed in the industry of information technology, identify that knowledge is authority and they required to retain their abilities and talent according to current requirement of the market. Most of the employees recognize the importance of training program and would like to increase their salary (Dillich 2000). It is also expected from the fresh graduate not appropriately equipped for the continually changing business environment (Gerbman 2000). Young professionals with entrepreneurial ambitions know that they have shortage of experience and money; hence they attempt to join companies which provide training programs to prepare their employees for the betterment of future (Feldman 2000). Employee development program help employees to survive in the future and develop their abilities to cope with new technologies.

From many years the requirements for blue-collar jobs is constant, and numerous companies have prepared a modification demanding learning software and programmed systems (Cunniff 2000). This requirement is compelling workers to appraise their profession capabilities to sustain their employment. Due to this situation numerous employees have rehabilitated their attitude to acquire promoted inside their organizations to work and develop out of the organization (Feldman 2000). Therefore workers used to prepare 10 year plan for their future and constantly change their plans after two years as per the change of

technology and information (Wilson 2000). Tires Plus delivers training to promote a diverse career through the organization which comprises 80 hours training for supervisor to promote them to the manager (Dobbs 2000). I-Cube, Information technology consulting firm in Massachusetts, provide employee development program for their employees which is named by I-Altitude and offer to fresh employees so that they can easily adjust themselves in the organization (Fenn 1999). Employees understand that training program can be directed to superior duties and higher remuneration (Fenn 1999). Furthermore, helping workers to improve their skills and knowledge to cope with the future requirements, lead to job satisfaction.

Employee Satisfaction

Employees have no feeling about their organizations, if they think that their organizations are not caring about them (Garger 1999). Companies which are willing to spend money on their employees, give value to work with those companies, even though that investment eventually benefits the organization (Wilson 2000). Companies which are providing the training and development programs for their employees are achieving high level of employee satisfaction and low employee turnover (Wagner 2000). Training increase organization's reliability for the reason that employees recognize their organization is spending in their future career (Rosenwald 2000).

Loyalty with the organization cannot be calculated but it is substantial to intrinsic reward that employee feel. Employee feels comfortable and wants to stay with their organization, when they feel they are putting their efforts and skills in the bottom line for their organization (Logan 2000). Employees who are satisfied with their jobs, believe that their work has a purpose and important for their organization (Moses 2000). Usually the best performers do not leave a job for the purpose of financial benefits. Though salary and benefits plays an important part in selecting and retention of the employees, employees are always observing the opportunities to acquire novel skills, to get the encounter of different duties, and looking for personal and professional development (Wagner 2000). Therefore, nourishing these requirements facilitates in figure up confidence, self-esteem and job gratification in employees (Nunn, 2000).

Employee Performance

Training effects on behavior of employees and their working skills which resulted in enhanced employee performance and further constructive changes (Satterfield and Hughes 2007) that serves as increase employee performance (Kraiger 2002). Arthur et al. (2003) developed an analysis of 1152 sample size from 165 resources and revealed that in distinction with no-training or pre-training conditions; training had commonly positive result on job-related performance. However, dissimilarities in positions of effect sizes were not big, the efficiency of training vary regarding the training transfer technique and the skill being trained. Benefits of training program are also related to technical skills of the employees. For instance, Davis and Yi (2004) developed two researches with approximately 300 contributors with the help of behavior-model training and remained capable to increase significantly computer skills. Psychologically practicing tasks permitted trainees to grow learned knowledge, abilities and task.

Training is positively effects on the employee performance of the employees. During a qualitative study concerning mechanics in India, Barber (2004) originates that on-the-job training headed to superior novelty and implicit skills. Technical and professional skills are very important for the employees to perform a job in an effective way. Providing training opportunities to employees can enhance the performance of the employees. Reference to invention, training increased the educated mechanics to figure up two Jeep bodies using only a homemade hammer, chisel, and oxyacetylene welder. Concerning to implicit skills, Barber described in his study that profession of a mechanic needs "feel" to remain successful. Barber (2004) described in the result of an effective training that a mechanic had worthy emotion of how to hit the metal at the particular spot so that work must be performed in a systematic and proper way.

Organizational Benefits from Training and Development Program

Market Growth

Employee development programs are important for any organization to stay solvent and competitive in the market. Though it is expensive for the organization to spend the money on their employees but this investment is positive for the organizations to hold the place in the market. American Society for Training and Development mentioned two motives that are significant for employee's knowledge, first employees identify the worth of training and marketable by organization and second CEOs of the companies understand that how fast information is transferring in current business environment (Fenn, 2000). Greengard (2000) described that organizations are required to develop and maintain such learning environment for the employees that expand the knowledge of organization and competitive ability. However, employee training programs derived through a high price, but have a positive impact on return-on-investment. Microsoft, and General Electric Company are entirely large effective organizations, and these organizations realize training opportunities as an investment (Kleiman 2000).

Wanger (2000) described in his study that American Society for Training and Development found an association between financing in employee development program and higher revenues from stock market. American Society for Training and Development moreover originate that companies who apply average of \$1,575 each employee on learning got 24 percent growth in gross profit and 218 percentage increase in revenue each employee instead of those who spend fewer on employee training and development, investing in employee development is a condition that is suitable for individual and organizations (Rosenwald 2000). Furthermore, employee training and development programs not only increase the profit of organizations but also provide difference within their native market. Organizations can practice training and development opportunities to support them available to the current employees, perspective employees, plus clients of the company. GSD&M's Idea U, assists employees to recognize their characters and established that it has prepared people as superior contributors to business (Petrecca 2000).

Lastly, organizations can utilize employee training and development programs to improve their appearance as best employer in the job market.

Organizational Performance

Training has been defined as mainly contributing factor to the organizational effectiveness (Schuler and MacMillan 1984). Exploration on this topic recommends that investment in training and development program can be justified by the impact it creates to developed individual and organizational effectiveness (Bartel, 2000). Furthermore, the earlier researches have mentioned causation between training and effectiveness of the organization (Blundell, Dearden, Meghir and Sianesi, 1999). Bartlett (2001) recommends that one of the glitches that is usually problematic to identify, is proposing an effective calculation of performance of the organization. Blundell et al. (1999) supported this by describing that lack of suitable data and methodological difficulties prevents the adequate assessment of impact of human capital appreciation and performance of organization. However, there is an increasing factor that Human resource management practices impacts on attitudes and work-related manners (Allen et al., 2003). To evaluate the effectiveness of training and development program it has been advised that check directly the relationship of training and organizational commitment. Further it has been revealed as certainly correlated to the efficiency of the organization (Bartlett 2001).

The study proposes that constructive work-related performance and attitudes mainly depend on the perception of the employees as the employees think that their organizations are taking care of them (Allen et al., 2003). However, the same factor is reliable with the social exchange model; Blau (1964) suggested that the emotional agreement between employer and employee are the central element of organizational performance. Gould-Williams (2007) proposed that social exchange theory was originated by the

organizations when they decided to care the interest of their employees. Employees respond with optimistic attitudinal and behavioral replies which are supportive to their organization (Settoon, Bennett and Liden 1996). However training can be used to provoke the preferred results that may contain with enhanced organizational commitment (Bartlett 2001). The current research proposed that the facility of training and development program is likely taken consent by employee that their organizations need to enter a social exchange with them. This social exchange agreement produces a durable psychological bond between employee and organization (Garrow 2004).

Conclusion

The existing analysis of literature proposes that these benefits vary from individual and organizational performance. To understand the benefits of training and development program, we implemented different level and different disciplinary perspective of employee development program. In our study we also involved the discussion, how to increase the benefits of training. These features include giving attention to the training design, delivery, and transfer of training. After completing the study on this topic we strongly believe that it is very beneficial for the organizations to develop the employee development programs. If there is a systematic training and development program for the employees the companies will harvest its profit from the market and remain competitive in the job market. An organized and efficient development program with supportive apparatuses will significantly assist the organizations to retain the most valued human resource, especially those who have a lot of experience with the organization. If organizations are capable to support all employees in meeting their requirements then both, employees and organizations will get the long term benefits. It is also very important for the organizations to timely evaluate the success of employee training and development program.

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