

**EMPLOYEE DEVELOPMENT AND PERFORMANCE IN AL-HUBISHI INDUSTRY  
SANA'A YEMEN**

**BY**

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**A THESIS REPORT SUBMITTED TO THE COLLEGE OF ECONOMICS AND  
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**JANAURY, 2020**

## **DECLARATION**

"This report is my original work and has never been presented for a Degree or any other academic award in any University or Institution of Learning".

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Date

## **APPROVAL**

"We confirm that the work presented in this report is carried out by the candidate under my supervision".

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Date

## **DEDICATION**

I thank my family for giving me the strength and the capacity to complete this work successfully. For all he has done to me, for his blessings, guidance, wisdom, knowledge, favors and endless blessings throughout my life and this far.

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## ABSTRACT

The study was prompted by the fact that performance is a challenge to many organizations. It is hard to achieve the desired levels of performance hence the need to use human resource tools such as employee development, the performance of employees is still wanting as evidenced by employees' failure to produce quality work, constant absenteeism, late coming and many employees hardly accomplished their assigned tasks on time, arrived late on duty, failed to attend to clients' needs on time. Al HUBAISHI industry employee performance report (2017), The study examined the effect of employee development on employee performance with specific reference to ALHUBESHI Industry in Sana'a Yemen. The study was driven by the following objectives; to examine the effect of training, to ascertain the effect of job mentoring and to establish the effect of job orientation on employee performance in ALHUBESHI Industry Yemen. The study followed a descriptive cross-sectional survey design. It had a population of 160 and a sample size of 113 respondents. Stratified and simple random sampling techniques were used in order to collect high quality of information needed. A test-retest method study was used to help establish the reliability and validity of the data collection instrument. A self-administered questionnaire used to obtain primary data. SPSS was used for analysis the data. However, the findings indicated that there exists significant effect of employee development on the employee performance in ALHUBESHI Industry in Yemen as following; Training with ( $r\text{-squared}=0.339$ , and  $\text{Sig}=0.000$ ), job mentoring ( $r\text{-squared}=0.301$ , and  $\text{Sig}=0.000$ ), job orientation ( $r\text{-squared}=0.246$ , and  $\text{Sig}=0.002$ ). The researcher concluded that; applying training, mentoring and orientation as an employee development system can lead to the improvement in the employee performance since it increases the quality of work, timeliness and effectiveness of employee while at work, It was recommended that; on training, Among others, management needs to always seek once the employee is on a training, constant feedback from the management is critical to the success of the developmental process and the employee are offered with off job training and Training needs assessment to be carried out before training in order to ensure effective performance of employee, on job mentoring, Management needs to always seek to delegate authority to the employees to perform the task, and give the employee clear and achievable target monthly targets what they want can also lead to enhance performance, on job orientation The management should ensure All new employees are always provided with all the information they need to carry out their duties strengthen the contribution of orientation in causing desirable employee performance. The study contributed to knowledge through the following; One of the most prominent findings from this study is the fact that it has provided evidence to support the fact that employee development can improve employee performance in AL-Hubishi Industry. The research gap that has been filled by this study, it is the fact that the study covered both the content and geographical gap of employee development and employee performance. Another important revelation that can be attributed to this study is that it is now clear that employee development is somehow lacking, little is done through to improve employee performance in AL-Hubishi Industry.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter comprises of the background of the study, historical perspective, theoretical perspective conceptual perspective , contextual perspective, statement of the problem, purpose of study, objectives of the study, research questions, scope of the study, research hypotheses, significance of the study and operational definition of terms.

#### **1.1 Background to the study**

##### **1.1.1 Historical perspective**

Globally, employee development programs are not a new phenomenon in the United States. General Motors built up one of the main corporate colleges in 1927 with the General Motors Institute (Gerbman, 2015). The idea was moderate to get on, yet during the 1950s an assortment of associations pursued a similar way. Amid the 1950s General Electric built up Crotonville Management Development Institute and Walt Disney started Disney University (Gerbman, 2015).

Employee Development is one of the most important functions of Employee Management. Employee development means to develop the abilities of an individual employee and organization as a whole so; hence employee development consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, organization would be more flourished and the employee performance would increase (Elena P. 2013). Therefore, there is a direct relationship between Employee Development and Employee Performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness (Champathes,2014).

Employee performance is an important building block of an organization and factors which lay the foundation for high performance must be analyzed by the organizations. Since every organization cannot progress by one or two individual's effort, it is collective effort of all the members of the organization. Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2015).

Sisson (2015), noted that globally the Employee development is crucial for business development and business success. The author observes that there exist no substitute to Employee development and training since it enhance effectiveness of the human labour as well as efficiency. He further affirms that it would be unproductive to select the best employees with high qualification in education level and certification without training them since they will be not efficient and effective in conducting the organization goals.

According to Dessler (2013), Employee management are rules and practices undertaken in carrying out the Employee features of a management condition which comprises job analysis, planning, selection, hiring, performance appraisal, orientation, training, compensation, development, firing and employment relation. Employee management is contained of the policies, practices, and systems that affect the management of employees' attitude, behaviour, and performance.

Bowra (2014) argues that organizations that are successful inclines to be gradually increase knowing that there are volumes of elements that are fundamental to performance of organization. Tharenou, Alan and Celia (2014) argued that the main purpose of HR development was to improve on the effectiveness of the business. They also related employee performance to be highly linked to the organization performance. Aguinis and Kraiger (2014) looks in term of improvement of revenues, productivity, effectiveness and profitability as directly affected by HR development.

Thang and Drik (2013) concur with Bowra that Employee influence the success of an organization and not the non-physical resources but the knowledge, expertise and features of the employees. An argument has been advanced by Evans, Pucik & Barsoux (2013) added that organization are affected by globalization, dynamics in innovation

and technology, socio-economic and political environments and HR development is one of the adjustment that increases provide competitive advantage hence enhance the performance of the organization. They further argue that organization's responsibility should be to improve the employee performance through training and development in order to achieve organization performance.

Regardless of these dynamic associations, employee development and profession planning still encountered some developing agonies. During the 1970s, vocation arranging and advancement endeavors were centered around youthful workers that appeared to have high potential. It was a path for organizations to get ready for the future and support youthful specialists for senior administration positions (Moses, 1999). This profession way model fit well with the customary duty workers would offer to organizations. Chris Argyris alluded to this responsibility as a "mental contract" in which bosses were nearly ensured long haul reliability and pledge to the association as an end-result of giving representatives employer stability, open doors for advancement, and preparing (Feldman, 2000).

Self-improvement in the educational modules has been featured in various instructive fields the world over (Board of Studies New South Wales, 2002; Curriculum Council, 1998; Department for Education and Employment and Qualifications and Curriculum Authority, 2000; Missouri Department of Elementary and Secondary Education, 2003; New Jersey State Department of Education, 2004; Ontario Ministry of Education, 1985). These educational modules structures make them contrast titles, for example, individual administration, life the board and individual life the executives, yet basically they depict the self-awareness that is explored in this examination.

Personal development assumes a significant job in human asset advancement to accomplish the two destinations of the people and the association. Advancement is said to have critical effect on worker's execution just as authoritative execution. When all is said in done, the term execution is a more extensive based idea which incorporates adequacy, productivity, economy, quality, consistency conduct and regulating measures. As indicated by Cooke (2005), the meaning of execution is the accomplishment of explicit undertaking which is estimated against foreordained models

of exactness, fulfillment, speed and cost. He likewise included that, in a business contract, execution is viewed as an accomplishment of the worker responsibility that discharges the entertainer from all liabilities that is planned under the agreement. Productivity and adequacy are real parts of execution, which can be underlined through preparing and improvement to build execution of individual (Cooke, 2016).

### **1.1.2 Theoretical Perspective**

The study was guided by three theories; equity theory of Adam (1963), Expectancy motivation theory by Vroom (1964), and the organizational learning theory by Argyris (1977).

**Equity theory** states that an employee assesses his or her work inputs against what he or she receives (outputs) and makes comparisons with another employee's ratio of inputs and outputs. The problem arises when comparison is made and there is perception of unfairness (inequity).

This theory is relevant to the study as the organization needs to appreciate the fact that lack of training create a feeling of inequity in the minds of workers and they become inefficient and ineffective at work employees and therefore the need to invest heavily on their development using a variety of strategies in order to tap out the training contained in them and thus improve the performance of the organization. It also supports one of the independent variable, training as input and depending variable , effectiveness and as desired output.

**Expectancy motivation theory** states that in order to enhance the performance-outcome tie, managers should use systems that tie rewards very closely to performance.

This theory is relevant to the study it proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes". Rewarding high-performing employees often motivates these employees to exceed their efforts from what it was during the previous period. It's one thing to have effective employees doing a great job; it's better to cultivate that strength so that it grows into something bigger

and that benefits the entire department or company. Watching employees grow shows the potential they have for advancement and leadership.

**The organizational learning theory** states that, in order to be competitive in a changing environment, organizations must change their goals and actions through training, job mentoring and carrying out job evaluation of employees in different departments.

This theory is relevant to this study since it indicates that Organizational learning is the process of creating, retaining, and transferring knowledge within an organization , Organizational should transfer knowledge, system, association vision, mission, objectives and goal policy during orientation to improve their belief on the organizations that added effort will lead to better performance. It also supports one of the independent variable, orientation as of organization learning and depending variable , quality of the work and as gains experience.

### **1.1.3 Conceptual Perspective**

One of the most significant functions of Human Resource Management is Development of Employees. It is used to develop the talents of an individual employee and organization as a whole. Employee development involves individual employee and the overall growth of the employee. When employees of the organization would develop the organization, It would be more flourished and the performance of the employee would increases (Elena P. 2013). So, there is a relationship between Employee Development and Employee Performance. When the employees are developed, they would be more satisfied and more dedicated and the performance would be increased. When the employee performance would increase, it will lead to the organization effectiveness (Champathes, 2014).

Armstrong (2013) defines Employee development as a process of nurturing employees skills and potentials through training, job mentoring an individual after he/she is first hired and providing opportunities to learn new skills and knowledge that enables him/her to perform his tasks effectively and efficiently .Training refers to the action of modifying an employee's behavior and skill to enable him/her perform effectively. Job

mentoring refers to the employee nurturing a new employee through a senior or more experienced individual who acts as an advisor or guide to a junior or trainee. Job orientation is a process of introducing a new employee with company policies, procedure, organization vision, mission, goals and objectives (Mckersie & Kaiser, 2015).

Employee performance is determined in terms of productivity of the worker that is to say the level of units produced by an employee in a given period of time when other factors are held constant. What one employee can produce considering the time and total quantity produced in the company (Dima, 2013).

For the case of this study, employee development was conceptualized in relation to training, job mentoring and job orientation, whereas employee performance was measured in terms of effectiveness, timeliness and quality of work.

#### **1.1.4 Contextual Perspective**

Each organization in Yemen has been built up with specific destinations to accomplish. These targets can be accomplished by using the assets like men, machines, materials and cash. Every one of these assets are significant however out of these the labor is the most significant. It assumes a significant job in performing errands for achieving the objectives. The inquiry emerges that how these assets are used by labor. Further, the business condition is evolving definitely. The natural elements are wild. These are out of hand of the board of the organizations. One needs to alter with the outer variables to do the business in the market. Each natural factor like social, social, lawful, political, financial, innovation and rivalry get changed extremely quick. For viable working the learning of these components is should generally the arrangement will fizzle. In current circumstance it is hard to anticipate about anything. It is dubious to state that what will happen tomorrow. Again the requirement for very talented and committed labor is felt who can give the best yield.

Workers are performing diverse occupations in an association relying on the idea of the association. They principally perform errands like generation, stockpiling, fabricating, transportation, advertising, buying, conveyance, advancement of business, fund and bookkeeping, human asset, research and advertising. Every one of these exercises are

between identified with accomplish the objectives. These are to be performed by the representatives appropriately so they can give their best out put at the chosen form of employment. This will have extraordinary effect on the all-out creation, deals, benefit, advancement and market position of the organization in the market. Different elements like aptitudes, preparing, inspiration, devotion, welfare, the board strategies, incidental advantages, pay and bundles, advancement, correspondence and so on are dependable to urge the general population to work earnestly and give their best yield. The significance of representatives' execution must be comprehended by the administration and genuine endeavors must be placed toward that path. The administration of the organization making opportune strides toward that path will be in position to create and spur the general population to do as such. At last the organization may lead the pack the market and get the open doors accessible in the market. Al Hubaishi for Sponge Industries has been set up in Sana'a, Yemen since January 2004, as far back as 2004, the Sponge items industry have been fabricating astounding Sponge profiles, which consolidate the in-house information and encounters, and are delivered in congruity with the worldwide principles ISO 9001. Wipe items industry Owing to the amazing items and expert methodology, the Profiles Program positions among the most aggressive makers of Sponge profiles in Yemen. Almost 165 workers are utilized in the Sponge items industry and the number is relied upon to increment in the coming years. The Sponge items industry production of sleeping pads (restorative and standard). As one of the methodologies aiming enhancing performance of employees, management of Al Hubaishi industry also utilizes employee development programs. The employee is the main beneficiary since the programs aim to enhance performance of the employees. However, despite the existence of all these development programs, most of the employees Al Hubaishi industry were reported to perform below the expected standards. This is evident in the employee performance report of 2017 for Al Hubaishi industry Yemen. This study, therefore, this examination thusly, try to research whether there is any effect of employee development and performance in Al Hubaishi industry Yemen.

## **1.2 Statement of the Problem**

Yemen is a developing nation and still has a great deal of issues to be settled. One of those issues is employee Performance is a challenge to many organizations. It is hard to achieve the desired levels of performance hence the need to use HR tools such as Employee Development indicators, Employee development is one of the most important factors in management since it increases the efficiency and the effectiveness of employees in the organization (Nassazi, 2013), Employee development is one of the most important potential motivators which can lead to both short-term and long-term benefits for individuals within the organizations, It is clear from the above background that Al Hubaishi industry has not been able to achieve their desired levels of performance despite the fact that it has employee Development programs in place. There is still low levels of performance due to variation in Employee development. However, the employee performance report (2017) for Al Hubaishi industry, revealed that most of the employees did not perform to the expected standards. Al Hubaishi industry employee performance report (2017) further revealed that on several occasions, employees failure to produce quality work, constant absenteeism, many employees hardly accomplished their assigned tasks on time, arrived late on duty, failed to attend to clients' needs on time and spent most of their time chatting on their private mobile phones even when they are regularly offered on employee Development. This seemed to be evident that there is lack of training, job mentoring and job orientation despite the company investing in employee development strategies. It can be noted that if nothing is done about this state of affairs, Al Hubaishi industry is likely to lose its clientele which would eventually affect its market share. This study, therefore, examined the effect of employee development on employee performance in AlHubeshi Industry in Sana'a Yemen.

## **1.3 Purpose of the study**

The purpose of the study is to examine the effect of Employee development on employee performance in AL Hubeishi in Sana'a Yemen.

#### **1.4 Objectives of the study**

- i. To examine the effect of training on employees performance in AL Hubeishi industry Sana'a Yemen
- ii. To ascertain the effect of job mentoring on employee performance in AL Hubeishi industry Sana'a Yemen
- iii. To establish the effect of job orientation and employee performance in AL Hubeishi industry Sana'a Yemen

#### **1.5 Research questions**

- i. What is the effect of training on employee's performance in AL Hubeishi industry Sana'a Yemen?
- ii. What is the effect of job mentoring on employee performance in Al Hubeishi industry Sana'a Yemen?
- iii. What is the effect of job orientation on employee performance in Al Hubeishi industry Sana'a Yemen?

#### **1.6 Null Hypotheses of the study**

- i.  $H_{01}$ ; There is no significant effect of training on employee performance in Al Hubeishi industry Sana'a Yemen
- ii.  $H_{02}$ ; There is no significant effect of mentoring on employee performance in Al Hubeishi industry in Sana'a Yemen
- iii.  $H_{03}$ ; There is no significant effect of job orientation on employee performance in in Al Hubeishi industry in Sana'a Yemen

## **1.7 Scope of the Study**

### **1.7.1 Geographical scope**

The study was conducted At al Hubeishi for Sponge Industries has been established in Sana'a, the county's capital and largest city, Yemen since January 2004.

### **1.7.2 Content scope**

The study focused on Employee development and employee performance in Al Hubeishi industry in Sana'a Yemen. Employee development was measured using training, job mentoring and job orientation. Employee performance was measured in relation to Quality of work, Effectiveness and timeliness.

### **1.7.3 Time scope**

The research was covered in a period 6 month; this time period enabled the researcher gather the required information and integrates it in the research findings.

## **1.8 Significance of the study**

The study is of significance to different stakeholders such as Al HUBEISHI industry, employees, academicians among others as follows.

**Al HUBEISHI industry;** Adoption and utilization of the study findings may encourage the management to adopt the most appropriate employee development methods/techniques which have the capacity to improve employees' performance in the industry, which will subsequently lead to improved employees' performance and its associated benefits. The findings should enable Al Hubeishi industry to put emphases on Employee development strategies such as training, coaching, mentoring, counseling and guidance as way of achieving employee performance.

**Academicians;** The study findings will lead add on the existing knowledge on Employee development and employee performance.

**The practitioners** will benefit from the findings of the research in terms of development of policies. It provides the guideline on development of programs,

strategies development and policies that will assist in increasing employee performance. The findings from this research are also beneficial to researchers who intend to carry out their research in future in the same area. The study provides relevant literature for the researchers and also a base in which they can establish a concept that can be further researched on.

**Employees;** the study shall enable employees of Hubeishi industry understand the need for training , job mentoring and job orientation as a way of achieving employee performance.

### **1.9 Operational definition of key terms**

**Employee development** is defined as the process of improving employees performance through training, job mentoring, job orientation .

**Training;** refers to the process of develop employee a particular behavior, skills and capability.

**Job mentoring;** this refers to a process of having more experienced employees coach the less experienced employees

**Job orientation** is a process of introducing new employee with company policies, procedure, organization vision, mission, goals and objective.

**Employee performance** is also defined as executing of work-related duties measures with attributes such as quality of work, timelines and effectiveness.

**Effectiveness;** refers to produce a desire objectives in an organization.

**Work quality** is the value of work delivered by an individual.

**Timeliness;** job happens at the most suitable time

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter presents the theoretical review, conceptual review and review of related literature, empirical review and research gaps.

#### **2.1 Theoretical Review**

##### **2.1.1 Equity Theory**

The equity theory propounded by Kreitner (2013) states that an employee assesses his or her work inputs against what he or she receives (outputs) and makes comparisons with another employee's ratio of inputs and outputs. The theory attempts to explain how people strive for fairness and justice in social or give-and-take relationships. And as a process theory, it explains how a person's motivation to act in a certain way is propelled by feelings of inequity. It attempts to explain the social comparisons that people make when they compare their inputs such as work efforts, time spent on work, qualifications and skills with outputs such as pay, recognition, promotion, etc they receive (Kreitner and Kinicki, 2014). The problem arises when comparison is made and there is perception of unfairness (inequity).

One of the ways in which employees will seek to restore equity in event of perceived inequity is to change own inputs - that is behavior or attitudes (Bagraim, 2014). Thus, employees who might perceive inequity in say pay, promotion, reward or other outputs may for example change their attitude towards customers they serve. It is therefore important for managers of organizations to fully comprehend this important theory and be aware of its implications when they make decisions concerning such things such as pay, bonus, fringe benefits, promotions etc. Unfortunately, the prognosis for many organizations does not look good as accusations about favoritism and nepotism abound concerning recruitment, pay, promotion and other HRM related matters, which is worrying, from equity theory viewpoint.

This theory is relevant to the study as the organization needs to appreciate the fact that lack of training create a feeling of inequity in the minds of workers and they become inefficient and ineffective at work employees and therefore the need to invest heavily on their development using a variety of strategies in order to tap out the training contained in them and thus improve the performance of the organization. It also supports one of the independent variable, training as input and depending variable , effectiveness and as desired output.

### **2.1.2 Expectancy motivation theory by Vroom (1964)**

The study was guided by Vroom expectancy motivation theory (1964); Viktor Vroom's expectancy theory is one such management theory focused on motivation. The theory states that in order to enhance the performance-outcome tie, managers should use systems that tie rewards very closely to performance. Managers also need to ensure that the rewards provided are deserved and wanted by the recipients. In order to improve the effort performance tie, managers should engage in training to improve their capabilities and improve their belief that added effort will lead to better performance (Lawler, 2013). According to Holdford and Lovelace-Elmore (2013), Vroom asserts, "Intensity of work effort depends on the perception that an individual's effort will result in a desired outcome". Organizations that are more committed to their workers typically make more investment as compared to similar organizations in progressive Employee practices like education, training and development and compensation package (Huselid, 2016).

The Expectancy Theory of Motivation is best described as a process theory. It provides an explanation of why individuals choose one behavioral option over others. "The basic idea behind the theory is that people will be motivated because they believe that their decision will lead to their desired outcome" (Redmond, 2013). "Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes", this has a practical and positive benefit of improving motivation because it can, and has, helped leaders create motivational

programs in the workplace. "This theory is built upon the idea that motivation comes from a person believing they will get what they want in the form of performance or rewards. Although the theory is not "all inclusive" of multiple motivation factors, it provides leaders with a foundation on which to build a better understanding of ways to motivate subordinates". Expectancy theory is classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations.

The theory assumes that the choices being made are to maximize pleasure and minimize pain, as also seen in the Law of Effect, "one of the principles of reinforcement theory which states that people engage in behaviors that have pleasant outcomes and avoid behaviors that have unpleasant outcomes (Stecker & Rosse, 2015). He suggests that prior belief of the relationship between people's work and their goal as a simple correlation is incorrect. Individual factors including skills, knowledge, experience, personality, and abilities can all have an impact on an employee's performance.

Vroom theorized that the source of motivation in Expectancy Theory is a multiplicative function of valence, instrumentality and expectancy. He suggested that "people consciously chose a particular course of action, based upon perceptions, attitudes, and beliefs as a consequence of their desires to enhance pleasure and avoid pain" (Vroom, 1964).

According to this theory, expectancy can be described as the belief that higher or increased effort will yield better performance. This can be explained by the thinking of "If I work harder, I will make something better". Conditions that enhance expectancy include having the correct resources available, having the required skill set for the job at hand, and having the necessary support to get the job done correctly. Instrumentality can be described as the thought that if an individual performs well, then a valued outcome will come to that individual. Some things that help instrumentality are having a clear understanding of the relationship between performance and the outcomes, having trust and respect for people who make the decisions on who gets what reward, and seeing transparency in the process of who gets what reward (Lawler, 2013).

According to Lawler (2013), valence means “value’ and refers to beliefs about outcome desirability. There are individual differences in the level of value associated with any specific outcome. For instance, a bonus may not increase motivation for an employee who is motivated by formal recognition or by increased status such as promotion, valence can be thought of as the pressure or importance that a person puts on an expected outcome (Redmond, 2015).

Expectancy motivation theory (1964) is relevant to this study since it “The basic idea behind the theory is that people will be motivated because they believe that their decision will lead to their desired outcome” (Redmond, 2013). “Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes”. Rewarding high-performing employees often motivates these employees to exceed their efforts from what it was during the previous period. It's one thing to have effective employees doing a great job; it's better to cultivate that strength so that it grows into something bigger and that benefits the entire department or company. Watching employees grow shows the potential they have for advancement and leadership. It also supports one of the independent variable, mentoring as of Conditions to enhance expectancy of depending variable , timeliness expected outcome .

### **2.1.3 The organizational learning theory**

The study utilized the organizational learning theory by Argyris (1977). Organizational learning theory states that, in order to be competitive in a changing environment, organizations must change their goals and actions through training , job mentoring and carrying out job evaluation of employees in different departments. Organizational learning is the process of creating, retaining, and transferring knowledge within an organization. An organization improves over time as it gains experience. From this experience, it is able to create knowledge. This knowledge is broad, covering any topic that could better an organization. Organizational learning is an aspect of organizations and a subfield of organizational studies (Trust, 2013).

As an aspect of an organization, organizational learning is the process of creating, retaining, and transferring knowledge. Knowledge creation, knowledge retention, and knowledge transfer can be seen as adaptive processes that are functions of experience. Experience is the knowledge that contributes to the procedural understanding of a subject through involvement or exposure. Research within organizational learning specifically applies to the attributes and behavior of this knowledge and how it can produce changes in the cognition, routines, and behaviors of an organization and its individuals (Robbins, 2015).

Individuals are predominantly seen as the functional mechanisms for organizational learning by creating knowledge through experience. However, individuals' knowledge only facilitates learning within the organization as a whole if it is transferred. Individuals may withhold their knowledge or exit the organization. Knowledge that is embedded into the organization, in addition to its individuals, can be retained. Organizations can retain knowledge in other ways than just retaining individuals, including using knowledge repositories such as communication tools, processes, learning agendas, routines, networks, and transitive memory systems (Milkovich, 2014).

This theory is relevant to this study since it indicates that Organizational learning is the process of creating, retaining, and transferring knowledge within an organization , Organizational should transfer knowledge, system, association vision, mission, objectives and goal policy during orientation to improve their belief on the organizations that added effort will lead to better performance. It also supports one of the independent variable, orientation as of organization learning and depending variable , quality of the work and as gains experience.

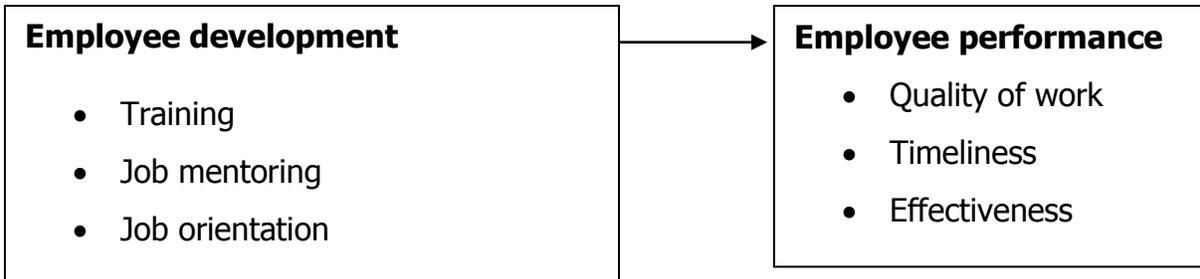
After reviewing the three theories related to employee development and performance, the researcher considered organizational learning theory because it under pins the study variables although other theories are equally important to supplement the organizational learning theory.

## 2.2 Conceptual framework

**Figure 1: Conceptual Framework**

**Independent variable**

**Dependent variable**



**Source:** Adopted from Armstrong 2013 and modified by the researcher, 2019.

The conceptual framework in Figure 2.1 indicates the effect of Employee development on employee performance. Still the conceptual framework shows the Independent variable as Employee development and Dependent variable as employee performance. The Independent variable (Employee development) was conceptualized in terms of training, job mentoring and job orientation, whereas the dependent (employee performance) was measured in terms of effectiveness, timeliness and quality of work.

The study of Employee development has been an important and critical area in management and organizational performance from last several years especially in the education sector, Impacts of HR development on organizational performance have been an important area of research in past 25 years indicating positive relationship between Employee Development and employee performance. A number of researchers have discussed that HR developments are positively linked with organizational and employee performance (Shahzad, et al., 2014). With a growing focus on the importance of 'knowledge societies' for equipping countries with a suitable workforce, issues around Employees within the education sector have come under greater scrutiny. The Employee element has two important dimensions: education supplies Employees, but equally it is essential that those responsible for education receive high quality training and opportunities in order to fulfill their role (Barrett, et al., 2014).

## **2.3 Related Studies**

### **2.3.1 Effect of training on employee performance**

Armstrong (2013) states that development is an unfolding process that enables people to progress from a present state of understanding and capability to a future state in which higher-level skills, knowledge and competencies are required. It takes the form of learning activities that prepare people to exercise wider or increased responsibilities. Tzafrir (2014) asserts that training is an important element in producing the human capital. It provides employees with the skills, abilities and knowledge required by the post. The objective of training is to achieve a change in the behavior of those trained. This means that the trainees shall acquire new manipulative skills, technical knowledge and skills on the job in such a way as to aid in the achievement of organizational goals. Training helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance (Armstrong, 2013). Training need is any shortfall in employee performance, or potential performance which can be remediated by appropriate training. There are many ways of overcoming deficiencies in human performance at work, and training is one of them. Employee performance may be seen as the result of congruence between training and development and organizational goal.

Kenney (2013) noted that it is the part of Employee management that specifically deals with training and development of the employees. Employee development includes training an individual after he/she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

Training effects on behavior of employees and their working skills which resulted in enhanced employee performance and further constructive changes (Satterfield and Hughes 2013) that serves as increase employee performance (Kraiger 2014). Arthur et al. (2013) 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 (2015) 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 (2015) 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 (2015) 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.

Holton (1995) defines performances a multi-dimensional construct, the measurement of which varies depending on variety of factors. Armstrong (2013) on the other hand indicates performance as both behavior and results and emphasizes that both behavior (input) and results (output) need to be considered when managing performance. Performance of an organization is the outcome of acrostic of individuals and units of the organization. Except for the external influences on individual behavior and personal traits, organizations can either influence or control all factors affecting performance of individuals and units through formal and informal means. Greater influence of individuals can be exercised formally through communication; work culture and management style Kasturi (2014).

Employee performance involves all aspects which directly or indirectly affect and relate to the work of the employees. Performance means both behavior and results. Behavior

emanates from the performer and transforms performance from abstraction to action. Not just the instruments for results, behaviors are also outcomes in their own right-the product of mental and physical effort applied to tasks-and can be judged apart from results Brumbranch (1998). Within high performance work systems, training will be aligned and integrated with actual work. Employees need training in group dynamics and interpersonal relations, and in systems thinking to understand better how all parts of their organization fit together and affect each other. Trainers play a key role in providing feedback on employees' performance and financial performance of their organization Steed (2014).

Training not only develops the capabilities of the employee but sharpen their thinking ability and creativity in order to take better decision in time and in more productive manner (David, 2014). Moreover it also enable employees to deal with the customer in an effective manner and respond to their complaints in timely manner (Hollenbeck, Derue and Guzzo, 2015).

Training develops self-efficacy and results in superior performance on job (Svenja, 2014), by replacing the traditional weak practices by efficient and effective work related practices (Kathiravan, Devadason and Zakkeer, 2014).

Training refers to a planned intervention aimed at enhancing the elements of individual job performance" (Chiaburu and Tekleab, 2013). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. Training programs, may also help the workforce to decrease their anxiety or frustration, originated by the work on job (Chenet al., 2013). Those workers who feel themselves to be unable to perform a task with the desired level of performance often decide to leave the firm (Chen et al., 2004), otherwise their stay at firm will not dd to productivity (Kanelopoulos and Akrivos, 2014). The greater the gap between the skills necessary and those possessed by the workforce, the higher the job dissatisfaction of the workers. Rowden (2014), suggest that training may also be an efficient tool for improving ones job satisfaction, as employee better performance leads to appreciation by the top management, hence employee feel more adjusted with his job. According to Rowden and Conine (2016), trained employees are more able to satisfy the customers and (Tsai

et al., 2013), employees who learn as a result of training program shows a greater level of job satisfaction along with superior performance.

Effective training and development programs aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peers cooperation and participation by the subordinates. This team work enable employees to actively participate on the job and produces better performance, hence improving organizational performance.

### **2.3.2 The effect of job orientation on employee performance**

Employee job orientation is a process of introducing new employee with company policies, procedure, organization vision, mission, goals and objective (Mckersie & Kaiser, 2015). It is one of the training methods that involve getting new employees familiarized and trained on the new job within an organization (Nassazi, 2013). During this process, they are exposed to different undertakings for example the nature of their new work, how to take on their identified tasks and responsibilities and what is generally expected of the employees by the organization. They are further given a general overview of the organizational working environment including for example working systems, technology, and office layout, briefed about the existing organizational culture, health and safety issues, working conditions, processes and procedures (Nassazi, 2013).

Job orientation can also be viewed as a special kind of training designed to help new employees to learn about their tasks, to be introduced to their co-workers and to settle in their work situation – a vital ingredient of internal corporate communication (Bennett, 2013). A more progressive approach is to view orientation as an opportunity to communicate the organization's vision and values, shape the new employee's values and integrate him/her into the organization's structure (Asare-Bediako, 2015). The first few months within any organization represent the critical period during which an employee will or will not learn how to become a high performer. According to Mathias and Jackson (1991) it is this principle of learning that ensures that productivity potential

is enhanced, while, simultaneously, both the company and employee expectations are integrated.

Employee job orientation is the procedure of providing new employees with basic background information about the firm and the job. It is more or less, considered as one component of the employer's new-employee socialization process. The socialization process could be seen as an ongoing process of initialing in all employees the prevailing attitudes, standards, values, and patterns of behavior that are expected by the organization. Socialization is important for employee performance and for organizational stability. For new employees, work performance depends to a great extent on knowing what they should or should not do. Understanding the right way to do a job is a measure of effective socialization (Asare-Bediako, 2015).

Jobber (2015) cited in Sarpong (2014) maintained that a number of more recent studies have also found a positive relationship between employee orientation and business performance. Employee job orientation has been found to have a positive effect on sales growth, market share and profitability, sales growth and new product success, perception of product quality and overall business performance. Employee job orientation helps to realize the benefits of customer service by providing some essential resources such as market-sensing capabilities a company can use to link with its market. These resources enable an organization to identify, act on, and reap benefits from activities and opportunities (Barnett, 2013), thereby being more likely to achieve better performance.

Employee job orientation describes an employee focused organizational climate (Plakoyiannaki et al., 2013) which reflects an organization's value system in terms of rewards and provides a warm and supportive environment (Janz & Prasarnphanich, 2013). A focus on employee well-being provides an educative environment for employees, which reduces their stress and enhances their satisfaction and commitment (Lings and Greenley, 2016). It may result in better trust between the organization and its employees, which can lower labor costs by reducing turnover (Kuvaas, 2015).

In addition, an employee-oriented climate can facilitate cooperative learning and knowledge sharing (Janz & Prasarnphanich, 2013). Through such learning and sharing,

employees can better understand customer needs and be more responsive to market opportunities; hence, they can develop new products more quickly and with attributes that better serve the market. This is critical for product innovations, as knowledge and related activities often differentiate successful products, projects, or programs from those that are unsuccessful (Brockman & Morgan, 2013). A significant relationship has also been identified between employee orientation, job satisfaction and organizational commitment (Narimawati, 20015).

By providing orientation, organization will achieve long term relation with employees and this method also keeps the employee loyal and maintains good relationship with the company (Dolan, 2015). When formal job orientation is given to new employee it will help to retain employee for longer periods, also help to decrease the turnover rate within a company which results increase productivity level and improving employee morale (Kaiser, 2015). Job Orientation helps to build the relationship between new employee to company's values and practices it's basically the guidance which help the employee to learn new things related to new job. Those organizations which are not concern with proper job orientation session or we can say substandard job orientation program, have negative effects on its organizational productivity which damages the present as well as future status of a company in the market (Kaiser, 2015).

Job orientation programs focus on company's hierarchy and the benefits which company will provide to its employees (Mueller & Kaiser, 2015). The basic purpose of an orientation program is to explain the new comer role and give a warm welcome. Not only this introduce him with the company polices and define the duties of individual that he may have to perform on the job. A good job orientation session leads employee's commitment level to the organization and helps to achieve long term relationship of employee with the company (Kaiser, 2015).

According to Ragsdale and Kaiser (2015), the following are the three things that organization should think about before designing the job orientation program for employees; their adult learners, design such program which allow sharing of information and not only information is shared by all members of a company also providing opportunities that the information should be implemented within the

organization. Moreover, it is important to design an orientation because orientation program have the ability to shape employee attitude according to the job. It has also improves the function of a company and this program let the employee be aware about his /her duties related to the job (Kaiser, 2015). Kaiser (2015) further advises that it's important to provide all the necessary information to employee so that they would know what organization is expecting from them and also what they would be expecting with the organization too. Similarly, Lawson (2013) suggests that within three to six weeks, the employee should attend an organization-level job orientation that addresses the company's history, philosophy, culture, goals and direction.

### **2.3.3 Effect of job mentoring and employee performance**

This involves having the more experienced employees coach the less experienced employees (McCourt & Eldridge, 2013; Torrington et al., 2013). It involves a process that brings together the inexperienced and experienced individuals in an attempt to enable the former to gain knowledge, self-confidence, skills as the other benefits from the later as they transit through the process (Colky & Young, 2015). Allen (2013) says mentorship is a system of semi-structured guidance where one person or a group of people share their knowledge, skills and experience to assist others to progress in their own lives and careers. Over time, the definition of mentorship has evolved, with some theorists suggesting that mentorship must be voluntary relationship of equality, openness, and trust between the mentor and mentee (Coppola et al, 2015). Mentorship further involves motivating and empowering the other person to identify their own issues and goals, and helping them to find ways of resolving or reaching them. It is not by doing it for them, or expecting them to 'do it the way I did it', but by understanding and respecting different ways of working (Bozionelos, 2015).

Mathewman et al (2014) established that mentorship has a large number of outcomes for the mentor, the protégé and the organization. Protégé outcomes include career advancement, success and satisfaction whilst mentors can benefit from increased promotion rates, rejuvenation and the acquisition of useful information. Furthermore, organizational outcomes include increased employee motivation, better job performance

and increased competitive advantage. Clutterbuck et al (2014) also found out that mentorship has the net effect of enhancing the competence of mentee; provide psychological support, motivation and job satisfaction which enhances performance not only for the employee but the organization as a whole which may translate into a competitive advantage position to the organization.

According to Marquardt and Loan (2015), mentoring is "Off-line help by one person to another in making significant transitions in knowledge, work or thinking" (p. 4). In other words, mentoring is a type of support of one person to another person within individual relationships generated through regular contacts over the specific time period. However, according to Megginson and Clutterbuck (2014), mentoring associates to identification and nurturing of likelihood for an individual which can be long-term procedures in which the objectives might change but are always determined by the mentees or learners. The learners own both the process and the goals. Feedback comes from the learners and the mentor assists them to develop understandings and insights intrinsic interpretation. Similarly, as asserted by Blanchard and Shula (2013) mentoring involves supporting people in identifying and defining needs of their own development and setting their own goals and objectives; encouraging self-governing learners; allowing them to talk and raise their complexities, reflecting back, clarifying occasionally, and challenging; helping them to reproduce their thoughts, feelings, behaviours and beliefs, and to observe difficulties from various perspectives; encouraging and guiding them in independent solution and analysis of their opportunities and problems; supporting the solution of issues by embracing an integrated approach; and enabling them to become effectual in decision making.

Bilesanmi (2013) posited that mentoring is a set of tailor- made advice and incentive that a more experienced staff, in an innovative way can offer less experienced members in a plethora way and on a range of competencies. Mentoring is therefore a process in which mature and more experienced managers share their wisdom and experience with the younger employees on a one on one basis. Mentoring is a method growing in use for establishing relationship between junior and senior employees, a method gaining popularity in facilitating both employee and management development in the

organization (Russel, 2004). Mentoring relationship involves exchange of wisdom, learning and development of skills and knowledge about the organization for the protégé's career growth (Akinbobola, 2013 cited in Ofobruku & Nwakoby, 2016). According to Nonaka and Takeuchi (2013), workplace relationships such as mentoring should be fostered to promote transfer of tacit knowledge. Wright (2013) also stresses the importance of Employee development to organization success. Mentorship is such a factor in that it promotes guidance on career development and role modeling which both contribute greatly to employee's development.

Ojedokun (2013) saw mentoring as helping the protégées work out personal problems and thereby enhancing the protégées' self-image. The existence of interpersonal bond that fosters mutual trust enables the protégées to identify with their mentors to offer their support and counsel needed. The mentor applies active listening and rapport skills that enables both individuals to address their concerns. The mentor reinforces with the protégé that both of them are highly valued employees and contributors to their organization. Career support is a lifelong series of activities that contribute to a person's career exploration, establishment, success and fulfilment (Dessler, 2013). Mundia and Iravo (2015) also observed that the mentoring program is an important employee development method practiced in successful organizations. The ability of mentors either informally or formally to implement the mentoring program activities may lead to higher employees performance. Their study further established that mentorship programs play an important role in employee performance and are enhanced through knowledge transfer, career development guidance and skills enhancement in mentoring.

Okediji, Nnedum, & Enwongo (2013) carried out a study on mentoring and the work related outcome constructs. The study deals with mentoring relationship relevance in the field of organizational behaviour. It explores the theoretical functionalism of effective mentoring ideology in the academic literature the plausible influence of mentoring relationship were underscored in the conceptual exploration of mentoring with core work related outcome variables. Academic efforts to synthesize mentoring as the organizational catalyst that selectively enhance the integration of the individual into the focal work organization and improve both were investigated and analyzed, the

study concludes that mentoring improve employees' performance. Ofofwe & Eghafona, (2013) also studied mentors and mentoring amongst academic staff in Nigerian Tertiary Institutions, the research presents an overview of mentorship with particular focus on mentors and mentoring amongst academic staff in Nigerian Tertiary institutions with special reference to University of Benin, Edo state. The findings of the study show that senior faculty naturally is more comfortable with the tenets of mentoring and are more likely to mentor others for better employees' performance.

It has been suggested that increasing organizational stressors, uncertainty about the future, and increasing responsibility lead to an increased need for mentoring support (Mezias & Scandura, 2013). In a study, Lankau and Scandura (2014) considered how people learned in mentoring relationships. They surveyed 440 employees in a non-profit hospital in the southeastern United States on whether they had a mentor, their degree of role ambiguity, level of job satisfaction, intention to leave, and aspects of learning in a mentoring relationship. They also included turnover levels for the hospital as a whole. Controlling for age, education, gender, organizational tenure, and job type, they found role modeling was significantly related to skill development. Blass and Ferris (2014) also suggested that when the mentor is within the organization, he or she has the benefit of both being able to work through the protégé while simultaneously observing the outcomes of his or actions.

In a study conducted by Scandura & Williams (2015), it was revealed that non-supervisor mentors were found to play a critical role in the development of their protégés and to influence work attitudes, job satisfaction, and organizational commitment, though not career expectations (Scandura & Williams, 2015). Their study further supported the notion that supervisory career mentoring can be important both to protégés and to organizations, particularly those seeking to develop talent through in-house mentoring programs using existing supervisory relationships.

Pullins and Fine (2014) also assessed how mentoring activities impact on the mentor's job outcomes and motivational levels. They find that teaching selling skills to a protégé benefits the mentor's performance and that mentoring can provide a way to develop expertise in an industry and to regenerate motivation. Moreover, Past studies have also

elucidated that, the rapport between supervisors and subordinates could be strengthened through mentoring (Dawley, Andrews, & Bucklew, 2015).

The mentoring process is also believed to be able to reduce the power distance between the mentor and protégés and further develop mutual care and trust (Yukl, 2015). Laiho & Brandt (2014) also evidenced that mentoring is positively connected with organizational commitment and job satisfaction. In addition to that, it was evidenced that employees that are under the care of mentors report high promotion rate, earn better income and achieve higher job satisfaction than the others (Van Emmerik, 2013) and this in turn will result in higher performance (Levenson, Van der Stede, & Cohen, 2013).

## **2.4 Empirical Review**

One noteworthy region of the Employee Management capacity of specific significance to the powerful utilization of HR is preparing and advancement. So as to have positive outcomes in organization's scoreboard than workers must be viewed as a standout amongst the most significant resources. Representative abilities and inspiration are basic for authoritative achievement. This has dependably been valid, however the pace and volume of present day change is attracting expanded regard for the ways that human asset improvement (HRD) exercises can be utilized to guarantee that association individuals have the stuff to effectively address their difficulties (Jon et al, 2009).

Al Damoe (2014) claims that organization performance is always indicated by financial scales non-monetary, sales, market share and profit methods such as, commitment and efficiency of employee, organizations' productivity, employees' satisfaction, quality of service, and innovativeness. Olaniyan and Lucas (2008) argued that training and development created capacity building that maximize performance of the organization. Afshan, Sobia, Kamran & Nasir (2014) note that Employee are important in fulfilling the organization objective and act as means of sustainable effective production. The need the manager to ensure that at any moment there should be adequate manpower that offer both technical and social competence and capability in specializing in department or specific managerial position.

Another study was carried out by Asfaw, Argaw and Bayissa (2016) on the effect of employee development on the performance and effectiveness of the employee in Addis Ababa, Ethiopia at District Five Administrative office. Data was collected through systematic technique with a respond rate of ninety four percent indicated that there was correlation and significant relationship between employee development and the performance of employee. The gap that exists in this study since it only focused on one measure of performance, which is employee effectiveness.

Malaolu and Ogbuabor (2013) observe that labour-force development is very important for manpower efficiency and organization performance based on the idea that formal education does not offer adequate manpower skills to the employer. They further note that few individuals might have attain abilities, skills, competencies, and knowledge needed to for specific job undertaking and also make important influence to organizational performance.

A study was carried out by Saghir (2015) on the effect of training development on employee performance in supermarket industry research in Karachi, Pakistan. The research took 100 respondents as the sample size and used questionnaires to gather information. The findings indicate a positive and significant association between training and development and employee performance in the supermarket within Pakistan. There is a research gap that exists in this study as the research was done in the supermarket industry.

A study was carried out in Nigeria by Malaola and ogbuabor (2013) on the effects of training and manpower development in employees' productivity and organizational performance, using First Bank Of Nigeria PLC as a case study. The study applied structured questionnaires to a sample size of 75 drawn by simple random sampling. The data generated was analysed using descriptive statistics .The findings of the study show that majority (70%) of the respondents agreed that training and manpower development has enhanced their efficiency and job productivity. Secondly, Majority (80%) of the respondents agreed that manpower development enhanced organizational performance.

Hezlett (2016) and Gibson (2014) argue that employees should be able to manage their own career responsibly. This can be done through a mentorship programme and there is an increase in mentoring for realization of continuous learning and ability to develop employment. Bierema and Hill (2013) agree to the fact that mentoring remains to be the cheapest way of improvement and development process in an employee. Researcher recommends that mentoring is one of the important strategies to consider in employee development process. This would enable an organization to attract and retain organization objective best suited for an organization that uses learning as a foundation to the company. They further argued that mentoring ensures strategic alignment of programs and practice both with the organization and acquires knowledge from other organizations. According to Hegstad and Wentling (2015), other from recent research over 500 companies received employee development through career development and management training initiatives where mentoring is an operative technique in changing organizations.

De Janasz, Sullivan and Whiting (2013) noted that mentoring networks enable employees to dynamically succeed in workplaces characterized by dynamic organizational structures and careers. The effect of mentoring has increased effectiveness as a means of coping with the change of the organization. A study carried out by Nyawira and Dr. Iravo (2015) on the role of mentoring programmes on employee performance in organizations: a survey of public universities in Nyeri County, Kenya. The study used a survey design to collect and analyse university data. The study targeted the top, middle, academic and non-academic staff. The study evaluated the relationship between mentorship and performance and was found to be significant. Mentorship played a role in skills enhancement, transfer of knowledge and career development. There is a research gap in the above study since it was carried out in Nyeri County a geographical location that is different from Kericho County where the current study is taking place.

A study was conducted by Lankau and Scandura (2014) on how people learned in mentoring relationships. The study surveyed 440 employees in a non-profit hospital in the south-eastern United States on whether they had a mentor, their degree of role ambiguity, level of job satisfaction, intention to leave and aspects of learning in a

mentoring relationship. The study found out that mentoring was significantly related to skill development. It also found out that mentoring was related to organizational commitment as well as job satisfaction. The above study shows the relationship between mentoring and organizational commitment and job satisfaction but does not show the effect that mentoring has on service quality, productivity, profitability and innovation thus creating a research gap.

## **2.5 Research gaps**

Different researchers reviewed literature on Employee development and employee performance in private sector, banking industry, schools, government bodies but none has conducted a study relating the variables in the in Al Hubeishi industry Sana'a Yemen. Studies have shown that most of the Employee development research studies have been carried out in some Asian countries samples (Armstrong, 2015) and emerging economies in Asia such as China and South Korea (Martins and Coetzee, 2015).

However, very few studies have been used from the Middle East, Yemen in particular, thus challenging the generalizability of these studies to a Western context. Hence, the Research gaps exist on the basis of location of study, measurement of development in terms of Training, job mentoring and job orientations, measurement of performance in terms of quality of work, timeliness and effectiveness. The research gaps identified give a justification that the research needed to be conducted so as to fill these gaps.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter presents the methodology that was used to conduct in this study. It presents the research design, the study population, sample size and selection, data collection methods, research procedure, validity and reliability of instruments, data analysis and ethical considerations. The study used descriptive design and involved use of both primary and secondary data.

#### **3.1 Research Design**

The study adopted a descriptive cross sectional survey design. The design used because the study involved collecting opinions from different respondents at a time (Creswell, 2016). The study survey because it involved a large number of respondents (Best and Kahn, 1993). The study was descriptive because it allowed the researcher to discover patterns in employees thinking and describe issues from their own point of view. Quantitative approach was used in analyzing primary data from the field using descriptive statistics to show standard deviations and frequencies. Regression design was used to establish the influence of independent variables on dependent variables. Correlation design was used to establish the relationship between variables (Amin,2013).

#### **3.2 Research Population**

##### **Target Population**

Stevenson (2013) describes a sample as a subset of the population and it comprises of some selected members who are referred to as subject. The target population included 160 employees from AlHubaishi industry. These were considered because they were the right people to provide the information required by the researcher, These included administrators, operational staff and mangers AlHubaishi Employee department manual, 2018.

### 3.3 Sample Size

The sample of 113 employees was selected. The minimum sample size was computed using the Morgan and Krejcie (1970) table for determining sample size from a given population as cited in Amin (2013).

**Table 3.1: Population and Sample Size Distribution**

Category	Population	Sample Size	Sampling procedure
Managers	20	10	Stratified random sampling
Administrator	40	20	Stratified random sampling
Operation staff	110	83	Stratified random sampling
	160	113	

**Source:** Al Hubaishi Employee department manual, 2018).

### 3.4 Sampling Procedure

The study adopted a stratified sampling technique. This technique was used where the employees were put in different categories and then simple random sampling was used to select a sample of employees..

### 3.5 Research Instruments

A self-administered questionnaire was used in the study so as to make sure that questionnaire reached the intended respondents. The questionnaire was preferred as a data collection instrument because of its ability to yield the most satisfactory range of reliable data (Blanche et al., 2013). Section A included demographic characteristics; section B included Employee development and Section C employee performance.

**Table 3 2: Mean Range of a four level Likert Scale**

Mean Range	Response Mode	Interpretation
3.26 4.00	Strongly agree	Very high
2.51 3.25	Agree	High
1.76 2.50	Disagree	Low
1.00 1.75	Strongly disagree	Very low

### 3.6 Measure of variables

Standard questionnaires on 4-Likert scale ranging from strongly agree (4); agree (3); disagrees (2) strongly disagrees (1).

### 3.7 Reliability and Validity

#### 3.7.1 Validity

Here the questionnaire was evaluated by the researcher and the supervisors to judge the validity of questions according to the objectives. After the assessment of the questionnaire, the necessary adjustments were made bearing in mind the objectives of the study. Then a content validity index (CVI) was computed using the following formula;

$$\text{CVI} = \frac{\text{Items rated as very relevant and relevant}}{\text{Total number of items}}$$

For the instrument to be valid, the CVI had to fall within the accepted statistical range of 0.7 to 1.

$$\text{CVI} = \frac{35}{45}$$

$$\text{CVI} = 0.777$$

The validity score is **0.77**, indicating that the instruments would produce valid data.

#### 3.7.2 Reliability

The researcher ensured reliability or the degree of consistency and precision in which the measuring of instruments used (Amin, 2013). In establishing the reliability of the instrument, a test-retest method was used, in which 30 employees were used in AlHubaishi industry to ascertain the consistency of the instrument to compare the responses from the two tests, and later a Cronbach's alpha coefficient was used to assess the internal consistency. Results are presented in table 3. below.

**Table 3 3: Reliability Results****Test-retest Correlation Results**

		Time1	Time2
Time1	Pearson Correlation	1	.861**
	Sig. (2-tailed)		.000
	N	30	30
Time2	Pearson Correlation	.861**	1
	Sig. (2-tailed)	.000	
	N	30	30

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

**Internal consistency. Results**

Variables tested	Number of Items	Cronbach's Alpha	interpretation
Employee Development	24	0.776	Acceptable
Employee performance	11	0.794	Acceptable

Therefore reliability is **0.785**, indicating that the instrument was reliable, Amin maintains that, when the Cronbach's alpha is equal to 0.5 or higher, then, reliability of the instrument is considered sufficient.

**3.8 Data Gathering Procedures**

The researcher requested for an introduction letter from the College of Economics and Business of Kampala International University which was addressed to industry for permission to conduct the study. The researcher and his research assistants administered the questionnaires and a contact person was taken for follow up.

### **3.9 Data Analysis**

Creswell (2015) describes data analysis as organization, presentation, analysis and interpretation of data extracted from research collection instrument. This is to reduce intelligible and interpretable form in order to give solution to the problem statement. The statistical package, which was used for analysis of data in this study, was SPSS version 16.0 for generation of summary frequency tables. A different statistical technique was used namely: descriptive statistics, and regression analyses, Correlation analyses. Statistical significance for hypothesis testing was at the 0.05 level of significance. The entire three objectives were analyzed using descriptive statistics to show standard deviations and frequencies. Pearson's correlations Correlation analyses was used to establish the relationship between variables (liner and multiple) And also regression analysis was used to establish the influence of independent variables on dependent variables (liner and Multiple).

### **3.10 Ethical Consideration**

The respondents requested to sign the informed consent. Authors quoted in this study were recognized through citations and referencing. The researcher ensured confidentiality when conducting research. Further still the researcher avoided sites where informants may feel coerced to participate in research. The researcher honored the informant's privacy and also the researcher sought for permission before administering the respondents. The research ensured that respondents are communicated to in the most understanding manner to ensure that they freely participate in the study.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

#### **4.0 Introduction**

This chapter presents the data analysis, presentation and interpretation of the findings, the analysis and interpretation is based on the personal data of the respondents, the research objectives and researcher's view on the respondents findings.

#### **4.1 Response Rate**

The study applied questionnaires as the main instruments of data collection. The research sample population was 113 respondents, these included 25 administrators, 10 managers and 78 operational staff from the target population of 160 respondents. In anticipation to respondents such as travel, sickness, hospitalization and refusal/withdrawal to participate. this, the researcher reserved more respondents by exceeding the minimum sample size by 10 questionnaires, 123 questionnaires were distributed and 113 of them were filled and returned, which represented an 91.9% response rate. According to Mugenda & Mugenda (2013), a response rate of 50% is adequate for analysis and reporting; a rate of 60 % is good and a response rate of 70% and over is excellent. The response rate from the questionnaires was therefore very excellent when compared to the recommended response rates.

#### **4.2 Demographic characteristics of the Respondents**

The study explored the respondents' demographic characteristics, including their age, gender and education levels. The information on this is presented as follows:

##### **Respondents' Gender**

The study sought to establish the gender of the respondents involved in eth study. The information on this is presented in the table 1 as follows:

**Table 4.1: Respondents' Gender**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Valid Female	18	15.3
Male	95	84.7
Total	113	100.0

**Source:** *Primary Data, 2019*

The findings in table 4.1 revealed that majority of the respondents are male (84.7%) with a number of 95 respondents, further still the female respondents were 18 (15.3%). This means that both the two categories in regard to the respondent's gender were sampled.

**Table 4.2: Age bracket of the respondents**

<b>Age bracket</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Valid 21-30	19	16.2
31-40	56	49.5
41-50	36	32.4
Over 51 years and Above	2	1.8
Total	113	100.0

**Source:** *Primary Data, 2019*

Table 4.2 presents the age bracket of the respondents, the findings clearly show that majority of the respondents are in the age bracket of 31-40 years (49.5%), those that followed are in the age bracket of 41-50 (32.4%), those in the age bracket of 21-30 were 19 respondents (16.2%) and finally those over 51 years and above were 2 respondents (1.8%). The research therefore concluded that all categories in the age bracket of the respondents concerned in the organization were all sampled and the findings presented with a total of 113 respondents.

**Table 4.3: Education level of the Respondents**

<b>Education level</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Valid Certificate	31	27.0
Diploma	61	54.1
Degree	15	13.5
Masters	4	3.6
PhD	2	1.8
Total	113	100.0

**Source:** *Primary Data, 2019*

Table 4.3 shows the education level of the respondents and out of the 113 respondents sampled, the findings indicate that 61 respondents (54.1%) had attained a diploma in various fields including HR, Business, among others whereas those that had a certificate were 31 respondents (27%), these were followed by those with a degree (13.5%), masters degree (3.6%) and PhD (1.8%) in various fields as well. The research concluded that all response in regard to the educational background of the respondents was all sampled.

**Table 4.4: Occupational Background of the Respondents**

<b>Occupation</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Valid Operational Staff	83	73.4
Manager	10	8.8
Administrators	20	17.5
Total	113	100.0

**Source:** *Primary Data, 2019*

Table 4.4 shows the occupational background of the respondents, majority of the respondents were operational staff with a total of 83 respondents (73%), those that

were in the administration section were 20 respondents (17.5%), and those in the management were 10 respondents (8.8%). The findings therefore concluded that all categories in the occupational background of the respondents were sampled as indicated in table 4.4.

**Table 4.5: Time spent at the Organization**

<b>Time spent</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Valid 2-4 years	19	16.2
5-7 years	50	45.0
8-10 years	38	33.3
over 10 years	6	5.4
Total	113	100.0

**Source:** *Primary Data, 2019*

Table 4.5 shows the time spent in the organization by the respondents, the findings revealed that some respondents had spent 2-4 years in the organization (16.2%) with a total of 19 respondents, those that had spent 5-7 years in the organization were 50 respondents (45%), those that had spent 8-10 years were 38 respondents (33.3%) and finally those that had spent over 10 years in the organization were 6 respondents (5.4%). The study findings hence revealed that all categories in this section were covered.

### **4.3 Employee Development factors in AL-Hubishi Industry Sana'a Yemen**

This section investigated the various employee development factors in the organization including job mentoring, training and job orientation in regard to the performance of workers in the Industry. This variable was measured using quantitative questions with response rate ranging (1) Strongly Agree; (2) Agree; (3) Not sure (4) Disagree; (5) Strongly Disagree. Responses were analyzed and described using means as summarized below in table 4.6;

**Table 4.6: Descriptive statistics of Employee development**

<b>Employee development factors</b>	<b>Mean</b>	<b>Std. De</b>	<b>Interpretation</b>
<b>Training</b>			
Training is compulsory for every employee in AL-Hubaishi industry	3.35	1.11	Very high
Employees in AL-Hubaishi industry get constant on the job training	3.29	1.09	Very high
Employees are given feedback after training	2.41	.986	Low
AL-Habaishi industry provides off the job training to employees	2.18	.934	Low
Training needs assessment is carried out before training	2.48	1.01	Low
Employees are recognized after training	2.90	1.11	High
The methods used in training at AL-Habaishi industry are appropriately	2.86	1.18	High
Employees gain skills and knowledge after training	2.81	1.21	High
Al-Hubaishi industry has Employee development plan for each individual employee	2.76	1.05	High
Performance appraisal systems are used to determine employee career weakness in Hubaishi industry Yemen	2.60	1.11	High
Career counseling and direction is emphasized in AL-Hubaishi industry Yemen	2.52	.999	High
Conferences and seminars are organized on career development	3.25	1.06	High
There is well career development path for staff in AL-Hubaishi industry Yemen	2.39	1.05	Low
<i>Total mean</i>	<b>2.81</b>	<b>1.06</b>	<b>High</b>
<b>Job mentoring</b>			
I am guided in different activities at work	3.31	1.09	Very high
I am given project assignment to complete as part of big projects in AL-Hubaishi industry Yemen.	3.22	1.04	High
There well laid out career development path for each employee in AL-Hubaishi industry Yemen.	2.90	1.08	High
I am assigned to do challenging tasks	2.85	.901	High
I am given leadership skills	2.70	.880	High
I am reviewed on performance progress periodically by my mentor.	2.63	1.00	High
I am delegated to extra work activities	2.41	1.05	Low

I am given clear and achievable target monthly targets	2.20	1.04	Low
<i>Total mean</i>	<b>2.78</b>	1.06	<b>High</b>
<b>Job Orientation</b>			
I have realized that all new employees are oriented to cope with the working environment in this company	2.70	1.13	High
During orientation, all new employees are always informed about the duties they are expected to perform	2.63	1.10	High
All new employees are always provided with all the information they need to carry out their duties	2.40	0.955	Low
<i>Total mean</i>	<b>2.66</b>	<b>1.01</b>	<b>High</b>
<b>Average mean</b>	<b>2.78</b>	<b>1.02</b>	<b>High</b>

**Source:** *Primary Data, 2019*

The findings in table 4.6 show the respondent's views on the various employee development factors, including training overall mean (2.81) , job mentoring overall mean (2.78) and job orientation overall mean (2.66). This indicates that there are indicators of employee development factors in the AL-Hubishi Industry and at some point they have managed to influence the performance of the AL-Hubishi Industry In Yemen, still results indicated that training is highly compulsory for every employee in AL-Hubishi Industry (mean=3.35), the Conferences and seminars are organized on career development (mean=3.29), AL-Hubishi Industry are not providing off the job training to employees (mean=2.18).. however the employee are not getting feedback on the job training (mean=2.41) in AL-Hubishi Industry Sana'a Yemen .

In relation to job mentoring; results indicated that the employee guided in different activities at work (mean=3.31),and assigned to do challenging tasks (mean=2.85)... however these employee are not delegated to extra work activities (mean=2.41) also not given clear and achievable target monthly targets (mean=2.20) in AL-Hubishi Industry Sana'a Yemen .

In relation to job Orientation; results indicated that all new employees are oriented to cope with the working environment in this company(mean=2.70), and also are always informed about the duties they are expected to perform(mean=2.63),...however the

new employees are not always provided with all the information they need to carry out their duties (mean=2.40) in in AL-Hubishi Industry Sana'a Yemen .

Employee development is essential since most businesses are family oriented which means that people are mostly employed not according to their merit but due to their family affiliations which case requires employee training to ensure the organizational goals are achieved.

The research reveals that the focus of employee development is on developing the most superior workforce which helps the AL-Hubishi Industry for successive growth. This can only be achieved through proper and systematic implementation of employee development programs. Employees are always regarded with development in career-enhancing skills which leads to employee motivation and retention. There is no doubt that a well-trained and developed staff will be a valuable asset to the company and thereby will increase the chances of their efficiency and effectiveness in discharging their duties. development is a learning experience which has a capacity to make positive changes and reach up to the desired objectives of the organization. It improves the ability of the employee to perform the job efficiently and with excellence.

Employee development, on the other hand means those learning opportunities designed to help employees to grow. Development is not primarily skills oriented. Instead it provides the general knowledge and attitudes, which will be helpful to employers in higher positions. Efforts towards development often depend on personal drive and ambition. Development activities such as those supplied by management development programs are generally voluntary in nature. Development provides knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of a company. Development programs are regarded as specific framework for helping employees to develop their personal and professional skills, knowledge, attitudes, behavior and consequently improve their abilities to perform specific task in the organization.

Under-study is good for succession planning because it allows smooth transition of work when one officer leaves a schedule or the organization. Job rotation involves workers moving from one schedule to the other within the same organization to allow for competence on all spheres of work while self-development means a personal desire to improve through an individual's attempt to embark on study and practical experience that are independent of an organization's role and contribution. Self-assessment means personal identification of strength and an attempt to improve and build current efforts for a more fulfilling corporate movement. Other methods of manpower development include orientation, on-the-job training, in service training, committee/work group method, vestibule training method and apprenticeship, coaching/understanding, job rotation, committee membership, special assignment, programmed instructions, simulation, special course, professional bodies membership, business games and part-time programs.

Further methods of employee development include: career planning, mentoring, job training, and proficiency courses such as technical courses and professional certifications to improve the current and future job performance of employees. It also involves existence of a cordial atmosphere in organizations that encourage employees to add value to themselves to enhance their current and future goal attainment in a cost effective ways. No matter what method of employee development is used; what counts is that employee development programs should be designed to meet specific objectives, which contribute to both employee and organizational effectiveness.

Within this context, there are several steps in the process of management development which ought to be mentioned. These steps includes reviewing organizational objectives, evaluating the organization's current management resources, determining individual needs, designing and implementing development programs and evaluating the effectiveness of these programs, measuring the impact of training on participants quality of work life and finally, providing effective feedback that lists the overall returns and benefits on employees and organization. Employee management is an area that needs to be creative in designing and running employees development programs. It is also suggested that if the training and development function is to be effective in the

future and yields all expected returns, it will need to move beyond its concern with techniques and traditional roles. He describes the strategic approaches that the organization can take to training and development, and recommends that the choice of approach should be based on an analysis of the organization's needs, management and staff attitudes and beliefs, and the level of resources that can be committed. This more strategic view-point should be of use in assessing current efforts as well as when planning for the future.

#### 4.4 Employee Performance Indicators in AL-Hubishi Industry Sana'a Yemen

This section presents the various indicators of employee performance in the Industry; the findings are presented as follows;

**Table 4.7: Descriptive statistics for Employee performance indicators in AL-Hubishi Industry Sana'a Yemen**

Category	Mean	Std. Deviation	Interpretation
<b>Quality of Work</b>			
Employees in this industry maintain very high standards in performance	2.39	.650	Low
employees have speed in performing their duties	2.42	.668	Low
Employees usually complete the assigned duties and responsibilities as stipulated on the job description.	2.37	.739	Low
Employees performance is limited by the use of poor communication means.	2.28	.813	Low
<i>Total mean</i>	2.37	.717	<b>Low</b>
<b>Timeliness of Work</b>			
Employee performance is measured according to the time used to accomplish an activity.	2.50	.630	Low
Employees report to work on time as stipulated in the staff rules and regulations.	2.36	.725	Low
Employees complete assigned duties at the time when they are required by their supervisor	2.29	.793	Low
Supervisor always gives adequate time to employees to accomplish tasks as assigned.	2.31	.750	Low
<i>Total mean</i>	2.37	.724	<b>Low</b>
<b>Effectiveness of Work</b>			

Performance is measure in terms of the resources used in getting the work done	2.43	.641	Low
When perfuming duties, employees are always conscious of the cost involved.	2.36	.783	Low
Employees minimize errors when performing their duties.	2.28	.802	Low
<i>Total mean</i>	<i>2.36</i>	<i>.742</i>	<i>Low</i>
<b>Average mean</b>	<b>2.36</b>	<b>0.727</b>	<b>Low</b>

**Source:** *Primary Data, 2019*

The findings in table 4.7 revealed that the measurements of employee performance with a grand mean of 2.36, this implied that the employees in AL-Hubishi Industry do not effectively perform their work well and finish in time even though they are somehow trained and mentored while at work. For quality of services with rated low (average mean=2.37), implying that effective quality of work is done by the employees in AL-Hubishi Industry. Still results indicated that employees have speed in performing duties at AL-Hubishi Industry (mean=2.42), they do not usually complete the assigned duties and responsibilities as stipulated on the job description (mean=1.31).

With respect to timeliness; this had an average mean of 2.37, implying that the employees at AL-Hubishi Industry do not always finish their duties in time. Results still indicated that the employees report to work on time as stipulated in the staff rules and regulations (mean=2.36), they complete assigned duties at the time when they are required by their supervisor (mean=2.39), however the supervisors in AL-Hubishi Industry at times fail to give adequate time to employee to accomplish tasks as assigned (mean=2.32) at AL-Hubishi Industry .

In relation to effectiveness, results indicated that this was rated low (mean=2.36), the performance in AL-Hubishi Industry is measured in terms of the resources used in getting the work done (mean=2.43), the employees try minimize errors when performing duties (mean=2.28), however when performing duties, employees are not always conscious of the cost involved (mean=2.36) at AL-Hubishi Industry.

Employee development plays an important role in Employee development to achieve both objectives of the individuals and the organization. Employee development is said to have significant impact on employees performance as well as organizational

performance. In general, the term performance is a broader based concept which includes effectiveness, efficiency, economy, quality, consistency behavior and normative measures. According to, the definition of performance is the achievement of specific task which is measured against predetermined standards of accuracy, completeness, speed and cost. He also added that, in an employment contract, performance is considered to be an achievement of the employee commitment that releases the performer from all liabilities that is designed under the contract. Efficiency and effectiveness are major components of performance, which can be emphasized through training and development to increase performance of individual.

Organizational performance on the other hand can also be defined as the organization's ability to attain its goals by using Employees in an effective and efficient manner. Hence the success or failure of business organizations depends on employees performance. According to Rothwell (2014), effective employee training leads to the following benefits: an increase in quality goods and services as a result of potentially fewer mistakes. Consequently, accuracy, effectiveness, good work, safety practices and good customer service can be expected. An intelligent and well-trained workforce is central to both productivity and the success of an organization. Organizations can save money by retaining valuable employees: the costs of recruitment and training of new entrants can be avoided due to lower levels of employees turnover. In line with this theme, is the work of in which they said that, training giving to employees will results in increasing the level of satisfaction of their current jobs. This according to them underlines the needs of company to concentrate on building employee capability and development to achieve job satisfaction.

Therefore, for the purpose of enhancing individual performance, it is important that employee development be made a continuous process that should last through an employee's entire working life. The presence of a continuous training and development according to Kayode (2001) can solve a variety of manpower problems which militate against optimal productivity and performance. These problems include needs to: increase productivity and efficiency, improve the quality and quantity of work, Boost employees' morale and organizational climate, implement new or changed policies or

regulations, ensure the survival and growth of the organization, develop new skills, knowledge, understanding and attitudes, provide for succession plan and ensure continuity of leadership, prevent skill obsolescence and cope with the new technological advancement, use correctly new tools, machines, processes, methods or modifications thereof, reduce waste, accidents, turnover, lateness, absenteeism, and other overhead costs and bring incumbents to that level of performance which meets "100 percent of the time" the standard of performance for the job.

Therefore, one can conclude that development provide adequate criteria to an individual to perform better in a given task and subsequently contributes to the firm performance. Highly developed, intelligent, flexible, skilled, competent, effective and well trained workforce is central to performance, productivity and the success of organizations.

**4.5 Hypothesis One: There is no significant effect of training on employee performance in Al Hubeishi industry Sana’a Yemen.**

This objective intended to examine the effect of training on employee performance in Alhubeishi Sana’a Yemen, single linear regression was used to analyze and fulfill this objective; The results are presented in table 4.8 below.

**Table 4.8: Effect of training on employee performance**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 <sup>a</sup>	.405	.391	.35271

a. Predictors: (Constant), training

### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.618	1	17.618	31.745	.000 <sup>a</sup>
	Residual	61.605	111	.555		
	Total	79.223	112			

a. Predictors: (Constant), training

b. Dependent Variable: Performance

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.206	.226		5.269	.000
	Training	.471	.083	.631	5.460	.000

a. Dependent Variable: Performance

Regression analysis results in the **Model Summary table** revealed that training account for 40.5% on employee performance in this was indicated by r-squared of 0.405 implying that to small extent training as a system of employee development contributes to employee performance in Alhubeishi Sana'a Yemen.

**The ANOVA table** indicated that There is a significant effect of training on employee performance , [F(1, 112) = 31.745, p = 0.000], This implies that training as a system of employee development highly contributes to the employee performance in Alhubeishi Sana'a Yemen.

**The coefficients table** indicated The coefficient for Training is .471. So for every unit increase in Training, a 0.48 unit increase in Performance is predicted, holding all other

variables constant, Since the coefficient for Training (0.471) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

### Decision on Hypothesis

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

### 4.6 Hypothesis Two: There is no significant effect of job mentoring on employee performance in Al Hubeishi industry Sana'a Yemen.

This objective intended to ascertain the effect of job mentoring on employee performance in Alhubeishi Sana'a Yemen, single linear regression was used to analyze and fulfill this objective; The results are presented in table 4.10 below.

**Table 4.9: Results on effect of job mentoring on employee performance in Alhubeishi Sana'a Yemen**

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 <sup>a</sup>	.301	.291	.27975

a. Predictors: (Constant), job mentoring

#### ANOVA<sup>b</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.184	1	7.184	32.508	.000 <sup>a</sup>
	Residual	24.531	111	.221		
	Total	31.715	112			

a. Predictors: (Constant), job mentoring

b. Dependent Variable: performance

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.196	.235		5.365	.000
	Job mentoring	.412	.76	.521	5.452	.000

a. Dependent Variable: performance

Regression analysis results in the Model Summary table indicated that the job mentoring accounted for 30.1% on employee performance in Alhubeishi Sana'a Yemen and this was indicated by R-squared of 0.301 implying that job mentoring as a system of employee development significantly contributes 30.1% on the employee performance in Alhubeishi Sana'a Yemen.

**The ANOVA table** indicated that There is a significant effect of Job mentoring on employee performance at the  $p < .05$  level for the three Variables [  $F(1, 112) = 32.508$ ,  $p = 0.000$ ], This implies that Job mentoring as a system of employee development highly contributes to the employee performance in Alhubeishi Sana'a Yemen.

**The coefficients table** indicated *The coefficient for* mentoring is 0.412. So for every unit increase in Job mentoring, a 0.42 unit increase in Performance is predicted, holding all other variables constant, Since the coefficient for Job mentoring (0.412) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

**Decision on Hypothesis**

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000). Therefore the null hypothesis was rejected.

**4.7 Hypothesis Three: There is no significant effect of job orientation on employee performance in Al Hubeishi industry Sana'a Yemen.**

This objective established the effect of job orientation on employee performance in Alhubeishi Sana'a Yemen, single linear regression was used to analyze and fulfill this objective; The results are presented in table 4.12 below.

**Table 4.10: Effect of job orientation on employee performance Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.461 <sup>a</sup>	.218	.204	.38723

a. Predictors: (Constant), job orientation

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.157	1	3.157	23.737	.000 <sup>a</sup>
	Residual	14.763	111	.133		
	Total	17.92	112			

a. Predictors: (Constant), job orientation

b. Dependent Variable: Performance

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.511	.212		6.578	.000
	Job orientation	.377	.079	.461	4.512	.000

a. Dependent Variable: Performance

Regression analysis results in the **Model Summary** table revealed that job orientation accounted for 21.8% on employee performance was indicated by r-squared of 0.218 implying that job orientation as a strategy of employee development contribute to employee performance in Alhubeishi Sana'a Yemen.

**The ANOVA table** indicated that There is a significant effect of Job orientation on employee performance [  $F(1, 112) = 23.737, p < 0.000$  ], This implies that Job orientation as a system of employee development highly contributes to the employee performance in Alhubeishi Sana'a Yemen.

**The coefficients table** indicated the coefficient for orientation is .377. So for every unit increase in Job orientation, a 0.38 unit increase in Performance is predicted, holding all other variables constant, Since the coefficient for Job orientation (0.377) is significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

#### **Decision on Hypothesis**

The hypothesis was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

#### 4.8 Multiple Analysis: Effect of employee development on employee performance in Alhubeishi Sana'a Yemen

Pearson's Correlation Results to establish the relationship between variables

**Table 4.1: Relationship between the variables**

		Employee development	Employee performance
Employee development	Pearson Correlation	1	.666**
	Sig. (2-tailed)		.000
	N	113	113
Employee performance	Pearson Correlation	.666**	1
	Sig. (2-tailed)	.000	
	N	113	113

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

The printouts results in Table 4.14 indicate that the strength of relationship between the variables is significant ( $r = 0.666$ ), and that the correlation coefficient is very highly significantly different from zero ( $P < 0.001$ ). Also, we can say that 33% ( $0.666^2$ ) of the employee development is increase by performance in Alhubeishi Sana'a Yemen. These results support that employee development has **a significant positive relationship** with employee performance despite its lack of strength within Alhubeishi Sana'a Yemen.

#### 4.9 Regression of the variables to establish the influence of independent variables on dependent variable

**Table 4.2: Regression analysis of the variables**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.666 <sup>a</sup>	.444	.429	.56179

a. Predictors: (Constant), Training, Orientation and Mentoring

##### ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.987	3	8.996	28.503	.000 <sup>a</sup>
	Residual	33.770	107	.316		
	Total	60.757	110			

a. Predictors: (Constant), Training, Orientation and Mentoring

b. Dependent Variable: Employee performance

##### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.571	.212		3.498	.004
	Training	.339	.088	.349	3.942	.000
	Job mentoring	.301	.086	.327	3.341	.000
	Job orientation	.246	.072	.244	2.663	.002

a. Dependent Variable: Employees performance

The Multiple regression analysis results in the **Model Summary** table revealed employee development that accounted for 44.4% on employee performance was indicated by  $R^2 = 0.444$ . A value of 0.444 implying that employee development contribute to employee performance in Alhubeishi Sana'a Yemen.

**The ANOVA table** indicated that There is statistically significantly effect of employee development on employee performance [ $F(3, 107) = 28.503, p < 0.000$  ], This implies that employee development highly contributes to the employee performance in Alhubeishi Sana'a Yemen.

**The coefficients table** indicated that;

The coefficient for **Training** is B (0.339) So for every unit increase in Training, a 0.34 unit increase in Performance is predicted, holding all other variables constant, Since the coefficient for training (0.339) is statistically significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

The coefficient for Job **mentoring** is (0.301) So for every unit increase in job mentoring, a 0.30 unit increase in Performance is predicted, holding all other variables constant, Since the coefficient for job mentoring (0.301) is statistically significantly different from 0 because its p-value is 0.000, which is smaller than 0.05.

The coefficient for Job **orientation** is (0.246) So for every unit increase in Job orientation, a 0.25 unit increase in Performance is predicted, holding all other variables constant, Since the coefficient for Job orientation (0.246) is statistically significantly different from 0 because its p-value is 0.002, which is smaller than 0.05.

## CHAPTER FIVE

### DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents the discussions of the findings, the conclusion of the findings and the recommendations to the findings, the discussions are based on the findings of the study and conclusions also concluded according to the comparison of the findings and the literature.

#### 5.1 Discussion of the findings

##### *5.1.1 Effect of training on employees performance in AL Hubeishi industry Sana'a Yemen*

The findings of this study is supporting to other research papers on training and development. In line with this study is (Kraiger 2014) 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 .

The findings also agree with Barber (2015), Training is positively effects on the employee performance of the employees. During a qualitative study concerning mechanics in India, Barber (2015) 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 (2015) 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.

The findings also agree with Equity theory as the organization needs to appreciate the fact that lack of training create a feeling of inequity in the minds of workers and they become inefficient and ineffective at work employees and therefore the need to invest heavily on their development using a variety of strategies in order to tap out the training contained in them and thus improve the performance of the employee.

From the findings in table 4.6 show the respondent's views on employee training as factors with overall mean (2.81) , This indicates that training significantly effects on the employee performance in AL-Hubishi Industry and most respondents agreed that training improve performance , still results indicated that training is highly compulsory for every employee (mean=3.35), the Conferences and seminars are organized on career development (mean=3.29), AL-Hubishi Industry are not providing off the job training to employees (mean=2.18)...however the employee are not getting feedback on the job training (mean=2.41) and sometimes training need assessment not conducted before training in AL-HUBISHI Industry Sana'a Yemen .

### **5.1.2 Effect of job mentoring on employee performance in AL Hubeishi industry Sana'a Yemen**

These findings are in agreement with findings of other researchers like Mundia and Iravo (2015) who established that mentorship programs play an important role in employee performance and are enhanced through knowledge transfer, career development guidance and skills enhancement in mentoring.

The findings also agree with Laiho & Brandt (2014) who noted that mentoring is positively connected with organizational commitment and job satisfaction. In addition to that, it was evidenced that employees that are under the care of mentors report high promotion rate, earn better income and achieve higher job satisfaction than the others (Van Emmerik, 2013) and this in turn will result in higher performance (Levenson, Van der Stede, & Cohen, 2013). The fact that majority of the responses answered in

agreement indicates that mentors in indeed work to increase the level of performance and poor job mentoring reduces it. This effect therefore implies that when employees are mentored at work, they can perform to the best of their abilities in AL Hubeishi industry Sana'a Yemen.

The findings also agree with Expectancy motivation theory since it "The basic idea behind the theory is that people will be motivated because they believe that their decision will lead to their desired outcome" (Redmond, 2013). "Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes".

From the findings in table 4.6 show the respondent's views on employee mentoring as factors with overall mean (2.78) This indicates that there is a significant effect job mentoring has on employee performance in AL-Hubishi, still results indicated that the employee guided in different activities at work (mean=3.31),and assigned to do challenging tasks (mean=2.85)...however these employee are not delegated to extra work activities (mean=2.41) also not given clear and achievable target monthly targets (mean=2.20) in AL-Hubishi Industry Sana'a Yemen . The fact that majority of the responses answered in agreement indicates that mentors in indeed work to increase the level of performance and poor job mentoring reduces it. This effect therefore implies that when employees are mentored at work, they can perform to the best of their abilities.

### **5.1.3 Effect of job orientation and employee performance in AL Hubeishi industry Sana'a Yemen**

The findings are in agreement with findings of other researchers like Kaiser (2015) who observed that it is important to design an orientation because orientation program have the ability to shape employee attitude according to the job.

These findings also agree with Bennett (2013) who viewed orientation as a special kind of training designed to help new employees to learn about their tasks, to be introduced to their co-workers and to settle in their work situations. An employee-oriented climate

was also found to facilitate cooperative learning and knowledge sharing (Janz & Prasarnphanich, 2013). These findings also agree with Narimawati (2016) who found a significant relationship between employee orientation, job satisfaction and organizational commitment.

These findings also agree with (Asare-Bediako, 2015) Employee job orientation is the procedure of providing new employees with basic background information about the firm and the job. It is more or less, considered as one component of the employer's new-employee socialization process. The socialization process could be seen as an ongoing process of initialing in all employees the prevailing attitudes, standards, values, and patterns of behavior that are expected by the organization. Socialization is important for employee performance and for organizational stability. For new employees, work performance depends to a great extent on knowing what they should or should not do. Understanding the right way to do a job is a measure of effective socialization .

These findings also agree with The organizational learning theory since it indicates that Organizational learning is the process of creating, retaining, and transferring knowledge within an organization , Organizational should transfer knowledge, system, association vision, mission, objectives and goal policy during orientation to improve their belief on the organizations that added effort will lead to better performance. It also supports one of the independent variable, orientation as of organization learning and depending variable , quality of the work and as gains experience.

From the findings in table 4.6 show the respondent's views on employee orientation as factors with overall mean (2.66).This indicates that orientation has significant effect on employee performance in AL-Hubishi . still results indicated that all new employees are oriented to cope with the working environment in this company(mean=2.70), and also are always informed about the duties they are expected to perform(mean=2.63),...however the new employees are not always provided with all the information they need to carry out their duties (mean=2.40) in in AL-Hubishi Industry Sana'a Yemen .

## **5.2 Conclusion of the Study**

### **5.2.1 Objective One: To examine the effect of training on employees performance in AL Hubeishi industry Sana'a Yemen**

The findings revealed a positive significant effect of training on employee performance AL Hubeishi industry Sana'a Yemen. According to responses training as employee development methods and activities brought new potentials for employees when performing task and resulted in increased performance . this research provide evidence that training an essential key variables that definitely lead to enhancement in employee performance since it increases on the quality, productivity and efficiency while at work.

### **5.2.2 Objective Tow: ascertain the effect of job mentoring on employee performance in AL Hubeishi industry Sana'a Yemen**

The findings concluded that there is a positive significant effect of job mentoring towards performance, this research points out the importance of job mentoring for the workforce, determines the major types of mentoring programs, discusses the extent of relationship that exist between mentoring and development and decide the overall effect on employees performance because it helps to increase the customer care by the employees within AL Hubeishi industry Sana'a Yemen, thus giving satisfaction to the end customer by availing the desired service when needed.

### **5.2.3 Objective Three: To establish the effect of job orientation and employee performance in AL Hubeishi industry Sana'a Yemen**

The study revealed that job orientation has a positive significant effect on employee performance in AL-Hubishi Industry. In agreement with read literature the selection of such methods is commonly used because these methods are tested and found reliable for increased employee performance within AL Hubeishi industry Sana'a Yemen .

### **5.3 Recommendations**

The researcher confirms that if the following steps are followed systematically and patiently then end results would be satisfactory to participants and to organization as well . The following recommendations are suggested:

**5.3.1 On training ,** The Based on the previous discussion, Management of AL-Hubaishi industry should ensure the continual training provides opportunities for ensuring that all employees are properly trained for their tasks. Therefore, steps should be taken to strengthen the contribution of training in causing desirable employee performance. Among others, management needs to always ensure Once the employee is on a training, constant feedback from the management is critical to the success of the developmental process. The Management needs to look to other resources. Off-the-job training can rely on outside consultants, local college faculty, or in-house personnel. The more popular off-the-job training methods are classroom lectures, videos, and simulation exercises. Regardless of the method selected, effective training should be assess before training carried out, the management should offer development plans, which include a series of steps that can help employees acquire skills to reach long-term goals, such as an employee performance.

**5.3.2 On job mentoring,** The management of AL-Hubaishi industry should continue to take the issue of mentorship (career support, knowledge transfer and psychosocial support for improve employees' performance) seriously as a way of improving on employees' performance. Among others, management needs to develop solid job mentoring structures in which every new staff member joining the AL-Hubaishi industry is guided in different activities at work, The managements should also ensure that the job mentoring have clearly set guidelines and targets to ensure effectiveness of the employee performance. job mentoring should aim to impart knowledge transfer, skills enhancement and career development guidance. knowledge transfer, leadership skills, challenging tasks, were all transferred from mentor to protégé and all influenced employee performance positively. the management should establish effective

performance appraisal systems to enable monitoring and evaluation establish the effectiveness to increase employee performance.

**5.3.3 on job orientation,** The management of AL-Hubaishi industry should ensure All new employees are always provided with all the information they need to carry out their duties. The management also need to consider new job orientation planning; employees need to know about this work environment, policies and procedures must employees be aware of on the first, positive experience can you provide for the new employee to make the new employee feel valued by the industry to strengthen the contribution of orientation in causing desirable employee performance.

## **5.5 Contribution to knowledge**

One of the most prominent findings from this study is the fact that it has provided evidence to support the fact that employee development can improve employee performance in AL-Hubishi Industry. The research gap that has been filled by this study, it is the fact that the study covered both the content and geographical gap of employee development and employee performance. Another important revelation that can be attributed to this study is that it is now clear that employee development is somehow lacking, little is done through to improve employee performance in AL-Hubishi Industry.

## **5.6 Areas for further studies**

Further studies should be considered in the following areas; Employee development and employee performance, considering other independent variables other than the ones in the study like employee empowerment , coaching ,on-job-training and off-job-training.

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE

#### EMPLOYEE DEVELOPMENT AND EMPLOYEE PERFORMANCE IN AI HUBAISHI INDUSTRY IN YEMEN .

Please kindly spare some of your valuable time and respond to the following questions. The questionnaire items are about a study on employee development and employee performance in Al Hubaishi in Yemen." The researcher has purposely selected you to participate in this study because you work in Al Hubaishi industry. Results of this study will confidentially be treated and only used for academic purposes. Your participation is voluntary, and indeed your name may not be required.

#### THANK YOU

#### SECTION A: BACKGROUND INFORMATION

**(Please tick the most appropriate)**

1. Job title  
(1) Operational Staff (2) Manager (4) Administrators
2. How long have you worked in this position (Job)?  
(1) 2 4 year (2) 5 7 years (3) 8 10 years (4) Over 10 years
3. What is your highest level of Education? (***Please tick the highest***)  
(1) Certificate (2) diploma (3) degree (4) masters (5) PhD
4. What is your age range?  
(1) 21 30 (2) 31 40 (3) 41 50 (5) Over 51 years and above
5. Your sex  
(1) Female (2) Male

## SECTION B: EMPLOYEE DEVELOPMENT

Please read the following statements carefully and circle the appropriate response:

Strongly Disagree	Disagree	Agree	Strongly agree
1	2	3	4

1NO	Training	1	2	3	4
1	Training is compulsory for every employee in Al Hubaishi industry	1	2	3	4
2	Employees in Al Hubaishi industry get constant on the job training	1	2	3	4
3	Employees are given feedback after training	1	2	3	4
4	Al Hubaishi industry provides off the job training to employees	1	2	3	4
5	Training needs assessment is carried out before training	1	2	3	4
6	Employs are recognized according to their skills set	1	2	3	4
7	The methods used in training at Al Hubaishi industry are appropriately	1	2	3	4
8	Employees gain skills and knowledge after training	1	2	3	4
9	Al Hubaishi industry has Employee development plan for each individual employee	1	2	3	4
10	Performance appraisal systems are used to determine employee career weakness in Al Hubaishi industry Yemen	1	2	3	4
11	Career counseling and direction is emphasizing in Al	1	2	3	4

	Hubaishi industry Yemen				
12	Conferences and seminars are organized on career development	1	2	3	4
13	There is well career development path for staff in Al Hubaishi Industry Yemen	1	2	3	4
14	I am guided in different activities at work	1	2	3	4
15	I am given project assignments to complete as part of big project in Al Hubaishi industry Yemen	1	2	3	4
16	There well laid out career development path for each employee in Al –Hubishi industry Yemen.	1	2	3	4
2NO	<b>Job mentoring</b>				
17	I am assigned to do challenging tasks	1	2	3	4
18	I am given leadership skills	1	2	3	4
19	I am reviewed on performance progress periodically by my mentor	1	2	3	4
20	I am delegated to extra work activities	1	2	3	4
21	I am given clear and achievable target monthly targets	1	2	3	4
3NO	<b>Job Orientation</b>				
22	I have realized that all new employees are oriented to cope with the working environment in this company	1	2	3	4
23	During orientation, all new employees are always informed about the duties they are expected to perform	1	2	3	4
24	All new employees are always provided with all the information they need to carry out their duties	1	2	3	4

**SECTION D: EMPLOYEE PERFORMANCE**

**Please read the following statements carefully and circle the appropriate response:**

StronglyDisagree	Disagree	Agree	Strongly agree
1	2	3	4

<b>4NO.</b>	<b>QUALITY OF WORK</b>				
1	Employees in this industry maintain very high standards in performance.	1	2	3	4
2	Employees have speed in performing of their duties.	1	2	3	4
3	Employees usually complete the assigned duties and responsibilities as stipulated on the job description.	1	2	3	4
4	Employee’s performance is limited by the use of poor communication means.	1	2	3	4

<b>5NO.</b>	<b>TIMELINESS OF WORK</b>				
5	Employee performance is measured according to the time used to accomplish an activity.	1	2	3	4
6	Employees report to work on time as stipulated in the staff rules and regulations.	1	2	3	4
7	Employees complete assigned duties at the time when they are required by their	1	2	3	4

	supervisor.				
8	Supervisor always give adequate time to employee to accomplish tasks as assigned.	1	2	3	4

6NO.	<b>EFFECTIVENESS OF WORK</b>				
9	Performance is measured in terms of the resources used in getting the work done.	1	2	3	4
10	When performing duties, employees are always conscious of the cost involved.	1	2	3	4
11	Employees minimize errors when performing their duties.	1	2	3	4

**APPENDIX II:TABLE DETERMINING SAMPLE SIZE**

**TABLE FOR DETERMININGSAMPLE SIZE FROMAGIVENPOPULATION**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	<b>160</b>	<b>113</b>	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20150	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2015	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

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