



ROLE OF TRAINING AND DEVELOPMENT IN JOB SATISFACTION: A CASE STUDY ON GOVERNMENT HOSPITAL STAFF OF BILASPUR (C.G.)

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ABSTRACT

Government hospitals are playing their significant role in providing health care services to large population living in urban, rural and distant places. For providing good quality services to the people, the employees need to improve and enhance their personal and professional skills, knowledge which not only help them in performing their duties but also improve their morale, self-confidence. The main objective of the study is to find the relationship between job characteristics like training and development, promotion opportunities, opportunities for future development and job satisfaction among the medical and paramedical employees of government hospitals in Bilaspur district. For the current study, 85 employees returned the filled questionnaire. Statistical tools like descriptive analysis and cross tabs have been used. The study concludes that the majority of respondents belonging to different age group, gender, category, employment terms are highly satisfied with their job. There is significant relationship between various chosen job characteristics, demographic profile and job satisfaction.

Keywords: Training & Development, Promotion, Future Development, Job Satisfaction.

1. INTRODUCTION

Training and development programmes are the tools used for imparting knowledge, improving personal and professional skills, helps in strengthening confidence, boosting morale, enthusiasm, encouraging and motivating them to utilize their full efficiency in performing and delivering their duties with responsibilities. Training and development helps individual in understanding the basic requirements and needs of their job so that they can perform their job easily, conveniently without wasting their efforts and time along with updating themselves with the latest / recent knowledge, techniques, methods, procedures and technology. It opens up new dimensions for their future development, promotion and growth opportunities.

For performing job efficiently and effectively it is necessary for the employees to have in-depth knowledge in their fields. It is only possible through training and development programmes which gives them practical knowledge and real life situation practice. But training only helps when employees are willing to attend these training and development sessions to refine their knowledge, skill, ability, attitude, approaches, technical and clinical expertise; thereby increasing efficiency, mental and physical well-being while reducing tension and frustration due to overburden, in order to outshine others and to be competent enough. Promotion and future development is a tool to encourage and motivate employees to show their efficiency and competitiveness to prove themselves in global competitive world as recognized by the government and competent authorities.

If employees are taken care of and provided opportunities to grow, then they devote their time in proving themselves. Promotion is like milestones in the life of employees as they get it when they become competent enough or achieve something. Training and development gives employees cutting edge over others, sharpen their knowledge, bring refinement in them, improves their thinking power, overall ability, makes them understand, overcome uncertain or unexpected turn of events, situations and also helps in shaping their future. Training and development is a process of sculpting culture, attitude, behaviour, perseverance in its employees so that its employees can serve its citizens, without any bias of gender, caste, religion, social, financial and educational status at distant places without any financial gains and provide high quality services as far as possible. So it need employees which can stand for its values / policies.

Various on the job and off the job training and development programmes are organized by the government and by the particular companies in case of private institute. Since employees

working in Government Hospitals deals with the health of people it is essential for them to get trained, become competent enough for handling the large population effectively and efficiently with patience. Various workshops are organised and run by the government on regular basis for improving their personal and professional skills; for imparting knowledge and to become familiar with various job related aspects. For creating / improving job satisfaction, training and development programs plays vital role as due to the training they are able to improve themselves and become competent enough which qualifies them to be promoted to higher post which opens up new dimension and opportunities for career and future developments. These training and development programmes can make or mar the future of competent employees.

2. LITERATURE REVIEW

Training and development have been defined by many researchers, authors, economists and professionals in their own ways. Each and every one has their own thinking regarding the topic. Few studies are mentioned below:

From the workers point of view or of job satisfaction, pay; hours of work; future prospects; how hard or difficult the job is; job content and interpersonal relationships are the six broad groups of attributes which characterize good jobs (Clark, 1998).

Organizational performance is significantly affected by the training and development, on the job training, training design and delivery style. These positively affect and increase the organizational performance (Khan, Khan & Khan, 2011).

Training plays vital role in building competencies in employees for performing their job in an effective way. It prepares employees to hold future position with full capabilities in an organization and also to overcome its deficiencies (Elnaga & Imran, 2013).

On the job training provides right direction to the employees and helps in filling the gap between the present and the required skill level (Maurya & Kaushik, 2013).

Training and development are continuous process for improving caliber of employees and an attempt to improve their current and future performance along with altering the behaviour of employees for achieving organizational goals (Amin et al., 2013).

For further development of employees career, training programs are essential (Shakila P., 2014).

Training receives high importance in order to achieve the organizational goals as it improves the skills, capabilities, confidence, competencies and the development focuses on those activities which enhance employees skill for future (Ahmad et al., 2014).

Employee morale and satisfaction; company productivity and service quality improved through training (Nischitha & Rao, 2014).

Higher quality services are provided to the customers by the regularly trained employees. Coherent corporate culture is required than the ad-hoc programs for developing an integrated and proactive training and development strategy (Rani & Garg, 2014).

Various studies regarding the training and development has been made by so many researchers which revealed the importance of training and development programmes for getting promotion and better future prospective and its affect on the job satisfaction. Most of the studies focuses on the industrial workers, bankers but very few on health sector employees working in government hospitals of Chhattisgarh. An attempt is made by the research scholar to fill this gap through this research paper.

3. SCOPE OF THE STUDY

The scope of the research paper is limited to the few government hospitals of Chhattisgarh in Bilaspur District in which researcher tries to know the job satisfaction level of medical and paramedical staff working in District Hospital, Bilaspur; Community Health Centre, Ratanpur; Community Health Centre, Takhatpur; Community Health Centre, Kota; Primary Health Centre, Belpan; Primary Health Centre, Daija; Primary Health Centre, Mochh; Sub Health Centre, Hardi & Sub Health Centre, Rajpur.

The medical professionals have their unique taste and preferences than the rest of non - medical professionals but, also have special concern regarding training and development, promotion and opportunities for future development like everyone, which affects their level of job satisfaction while still working in the medical fields with limited resources / countable infrastructure.

4. OBJECTIVES OF THE STUDY

- To study the level of job satisfaction among employees working in government hospitals of Chhattisgarh in Bilaspur District.

- To study the satisfaction level regarding training programmes, developmental programmes, promotion opportunities and opportunities for future development amongst government employees.
- To study the relationship between the demographic profile and the job satisfaction of government employees.

5. HYPOTHESIS OF THE STUDY

- There is no significant relationship between various job characteristics like training and developmental programmes, promotional opportunities, opportunities for future development and job satisfaction.
- There is no significant relationship between demographic profile and job satisfaction.
- Medical and Paramedical staff are not satisfied with their job in Bilaspur District.

6. RESEARCH METHODOLOGY

For completing the research paper, information from both primary and secondary sources has been collected. Primary data was collected from the medical and paramedical staff of Government Hospitals of Bilaspur District, Chhattisgarh through the structured questionnaire designed to collect the relevant information from them while Secondary data was collected from books, articles, journals and websites. Detailed literature review has been conducted for completing the research paper by the research scholar.

6.1. Universal Sample

For studying the satisfaction level employees working in Government Hospital of Bilaspur District, Chhattisgarh employees from District Hospital, Bilaspur; Community Health Centre, Ratanpur; Community Health Centre, Takhatpur; Community Health Centre, Kota; Primary Health Centre, Belpan; Primary Health Centre, Daija; Primary Health Centre, Mochh; Sub Health Centre, Hardi & Sub Health Centre, Rajpur was selected.

6.2. Sample Size

Questionnaire was distributed to all the employees working in various government hospitals of Bilaspur district but duly filled questionnaire was returned from the employees of District Hospital, Bilaspur; Community Health Centre, Ratanpur; Community Health Centre, Takhatpur; Community Health Centre, Kota; Primary Health Centre, Belpan; Primary Health

Centre, Daija; Primary Health Centre, Mochh; Sub Health Centre, Hardi; Sub Health Centre, Rajpur. The filled questionnaire was collected from 11 Doctors, 30 Nurses constituting the medical staff and 44 paramedical staff.

6.3. Research Design

For completing the research paper, descriptive research design has been used by the research scholar. Relevant information from primary and secondary sources has been collected for completing and finalizing the research paper. The primary data was collected on convenient non - probability sampling basis from the medical and paramedical staff.

6.4. Statistical Tools

For detailed analysis of the data descriptive statistics like frequency table, charts and cross tabs has been used. Frequency table has been used to represent the number of respondents on the basis of age, gender, category and employment term. To find the views of different variables of study, charts and cross tabs techniques has been used by the research scholar.

7. ANALYSIS OF DATA

TABLE NO. 1 AGE OF THE RESPONDENT

Age (in years)	Frequency	Percent	Valid Percent	Cumulative Percent
Below 21	0	0	0	0
21 – 30	36	42.4	42.4	42.4
31 – 40	16	18.8	18.8	61.2
41 – 50	9	10.6	10.6	71.8
51 – 60	19	22.3	22.3	94.1
61 and above	5	5.9	5.9	100.0
Total	85	100.0	100.0	

42.4% respondents of total belong to 21 – 30 years age group, 22.3% respondents comes under 51 – 60 years age group, 18.8% respondents are in 31 – 40 years age group, 10.6% respondents are under 41 – 50 years age group while 5.9% respondents belong to 61 and above years age group. However, there were no respondents belonging to below 21 years age group.

TABLE NO. 2 GENDER OF THE RESPONDENT

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	29	34.1	34.1	34.1
Female	56	65.9	65.9	100.0
Total	85	100.0	100.0	

In total, female respondents having 65.88% are in majority while 34.12% respondents are male.

TABLE NO. 3 CATEGORY OF THE RESPONDENT

Category	Frequency	Percent	Valid Percent	Cumulative Percent
Medical	41	48.2	48.2	48.2
Paramedical	44	51.8	51.8	100.0
Total	85	100.0	100.0	

Paramedical staff constitutes 51.76% in total while medical staff constitutes 48.24%.

TABLE NO. 4 NATURE OF THE JOB

Employment terms	Frequency	Percent	Valid Percent	Cumulative Percent
Regular	62	72.9	72.9	72.9
Contractual	23	27.1	27.1	100.0
Total	85	100.0	100.0	

Regular employees are in majority consisting of 72.94% while 27.06% respondents are on contractual employment term basis.

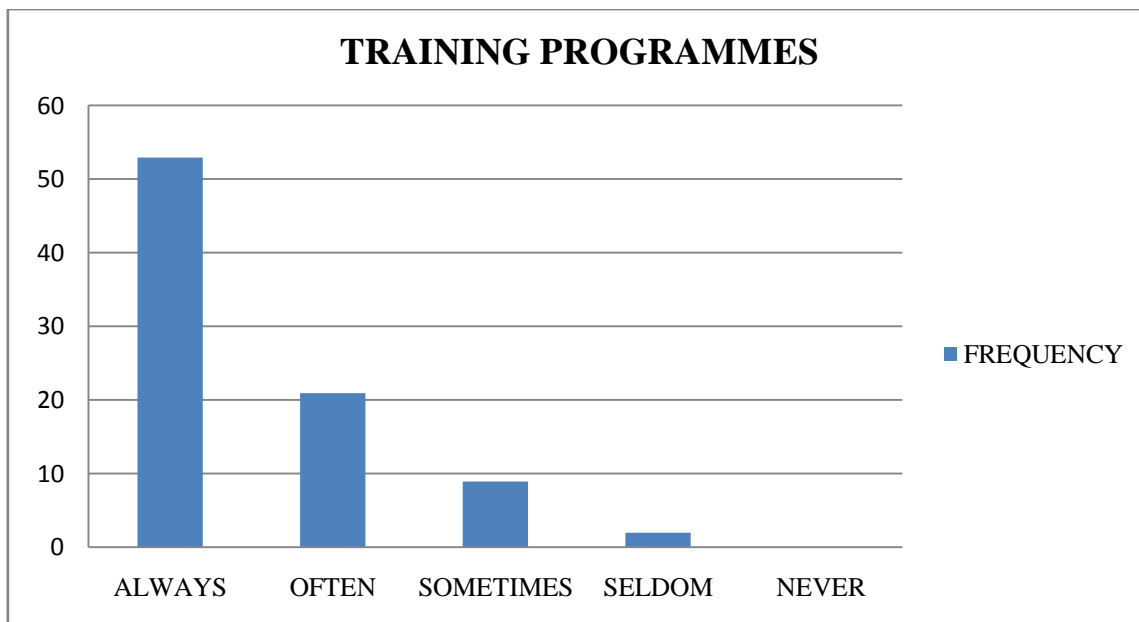


EXHIBIT NO. 1 RESPONDENTS SATISFIED WITH THE TRAINING PROGRAMMES

It is clear in the above chart that out of the total majority of respondents with 62.35% are highly satisfied with the various training programmes organized and conducted by the governments for improving and enhancing their personal and professional skills, 24.71% respondents are satisfied, 10.59% respondents are neutral about their feelings while 2.35% respondents are not fully satisfied with it.

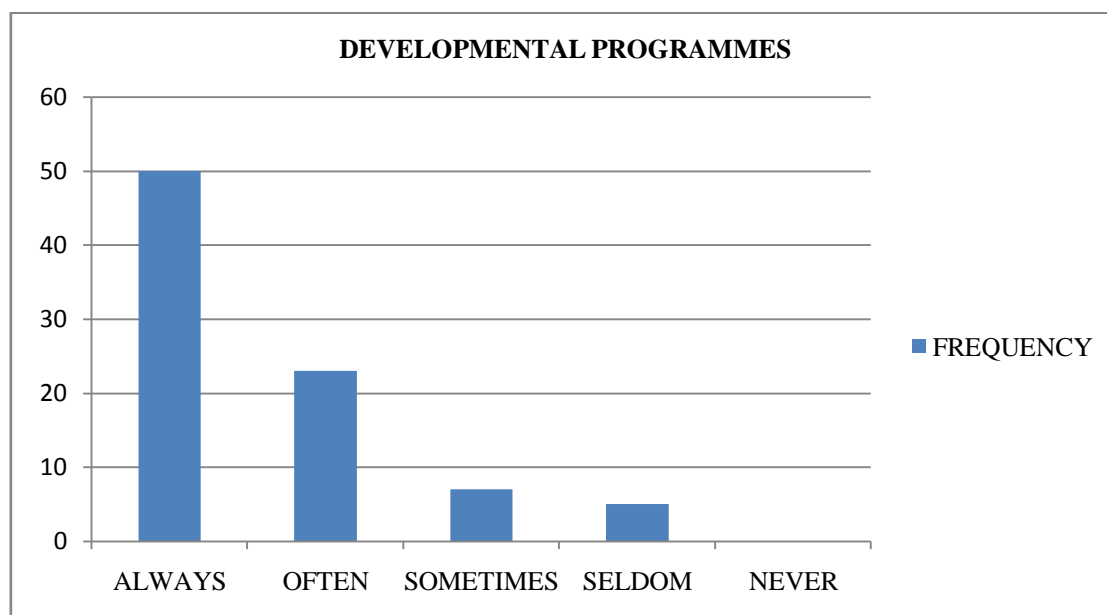


EXHIBIT NO. 2 RESPONDENTS SATISFIED WITH THE DEVELOPMENTAL PROGRAMMES

Out of total respondents majority of respondents with 58.82% are highly satisfied with the developmental programmes organized by the governments for their developments, 27.06% respondents are satisfied, 8.24% respondents have neutral feeling while 5.88% respondents are not fully satisfied.

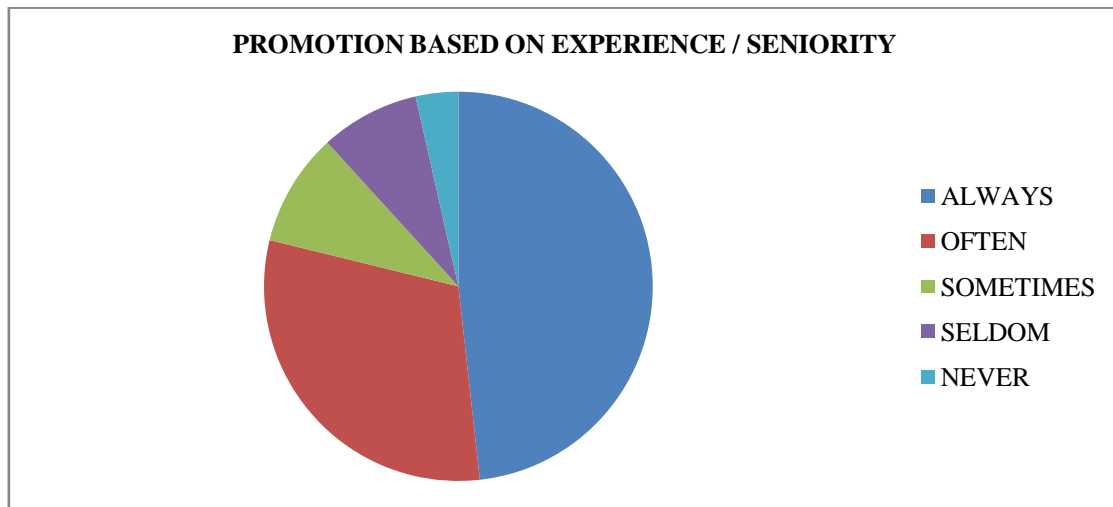


EXHIBIT NO. 3 RESPONDENTS OPINION ON PROMOTION BASED ON EXPERIENCE / SENIORITY

In above chart it is clear that majority of the respondents with 48.23% are highly satisfied with the promotion criteria based on experience / seniority followed by the government, 30.59% respondents are satisfied, 9.41% respondents are neutral, 8.23% respondents are not fully satisfied while 3.53% respondents are highly satisfied with the promotion criteria.

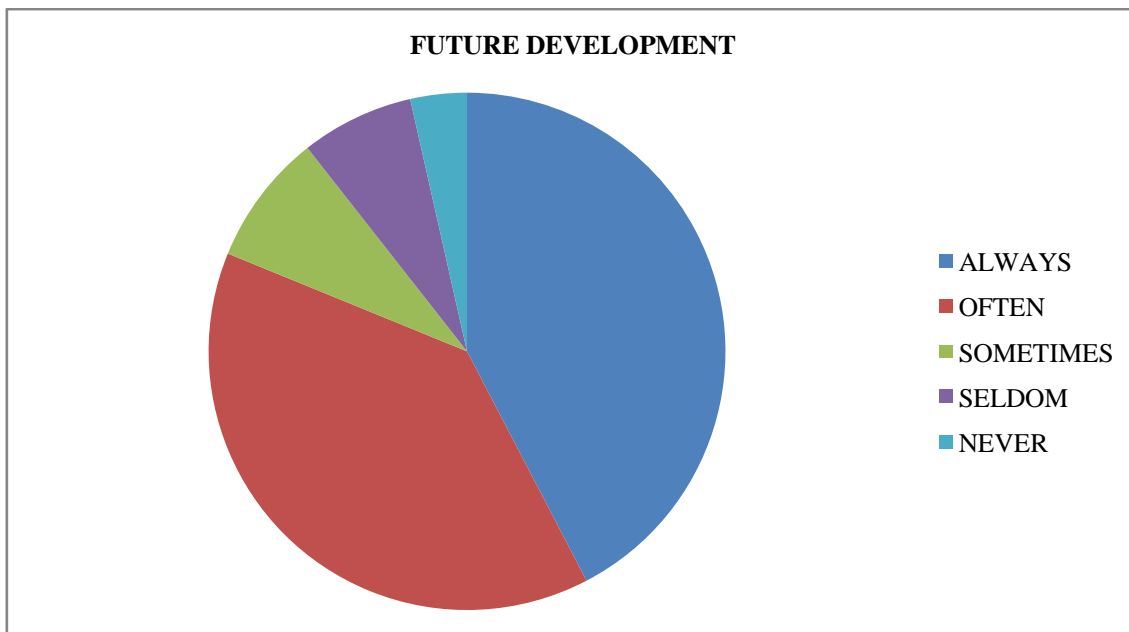


EXHIBIT NO. 4 RESPONDENTS OPINION REGARDING THEIR FUTURE DEVELOPMENT

Majority of the respondents with 42.35% are highly satisfied with their future developments and they have lot of expectations in their future as they believe they have bright future. 38.82% respondents are satisfied with their future developments, 8.24% respondents can't say anything about their future. 7.06 % respondents didn't fully agree that they have bright future while 3.53% respondents are highly dissatisfied as they are of the opinion that they didn't have lot of expectations in future.

TABLE NO. 5 AGE WISE TRAINING PROGRAMMES

Age (in years)	Training Programmes					Total
	Always	Often	Sometimes	Seldom	Never	
Below 21	0	0	0	0	0	0
21 – 30	20	10	4	2	0	36
31 – 40	8	5	3	0	0	16
41 – 50	7	0	2	0	0	9
51 – 60	13	6	0	0	0	19
61 and above	5	0	0	0	0	5
Total	53	21	9	2	0	85

Majority of respondents in total comes under 21 – 30 years age group in which 55.56% respondents are highly satisfied with the training programmes organized and conducted by the government. 22.35% respondents belong to 51 – 60 years age group in which 68.42% respondents are highly satisfied. 18.82% respondents come under 31 – 40 years age group in which 50% respondents are highly satisfied. In 41 – 50 years age group 77.78% respondents are highly satisfied with the training programmes while 5.88% respondents comes under 61 and above years age group in which 100% respondents are highly satisfied. However, there were no respondents belonging to below 21 years age group.

Out of total, 62.35% respondents are highly satisfied with the training programmes organized for their skill developments. 24.71% respondents are satisfied. 10.59% respondents have neutral opinion while 2.35% respondents are not fully satisfied with it.

TABLE NO. 6 AGE WISE DEVELOPMENTAL PROGRAMMES

Age (in years)	Developmental Programmes					Total
	Always	Often	Sometimes	Seldom	Never	
Below 21	0	0	0	0	0	0
21 – 30	20	10	4	2	0	36
31 – 40	8	5	1	2	0	16
41 – 50	7	1	1	0	0	9
51 – 60	10	7	1	1	0	19
61 and above	5	0	0	0	0	5
Total	50	23	7	5	0	85

In 21 – 30 years age group, 55.56% respondents are highly satisfied with the various developmental programmes organized and conducted by the government. In 51 – 60 years age group, 52.63% respondents are highly satisfied. Under 31 – 40 years age group, 50% respondents are highly satisfied. 41 – 50 years age group, 77.78% respondents are highly satisfied. Under 61 and above years age group, 100% respondents are highly satisfied. However, there were no respondents belonging to below 21 years age group.

58.82% respondents out of total are highly satisfied with the developmental programmes organized for their developments. 27.06% respondents are satisfied. 8.24% respondents have neutral opinion while 5.88% respondents are not fully satisfied with it.

TABLE NO. 7 AGE WISE PROMOTION BASED ON EXPERIENCE / SENIORITY

Age (in years)	Promotion Opportunities					Total
	Always	Often	Sometimes	Seldom	Never	
Below 21	0	0	0	0	0	0
21 – 30	16	11	3	3	3	36
31 – 40	7	4	2	3	0	16
41 – 50	5	3	1	0	0	9
51 – 60	10	7	1	1	0	19
61 and above	3	1	1	0	0	5
Total	41	26	8	7	3	85

Respondents have different opinion regarding the promotion opportunities and criteria based on seniority and experience followed by the government. Majority of the respondents are highly satisfied with the promotion criteria and opportunities provided to them.

TABLE NO. 8 AGE WISE FUTURE DEVELOPMENT

Age (in years)	Future Development					Total
	Always	Often	Sometimes	Seldom	Never	
Below 21	0	0	0	0	0	0
21 – 30	10	17	3	4	2	36
31 – 40	4	8	2	1	1	16
41 – 50	7	1	1	0	0	9
51 – 60	12	5	1	1	0	19
61 and above	3	2	0	0	0	5
Total	36	33	7	6	3	85

Remarkably respondents differ in their opinion regarding future development. However, majority of the respondents are highly satisfied with their future developments.

TABLE NO. 9 GENDER WISE TRAINING PROGRAMMES

Gender	Training Programmes					Total
	Always	Often	Sometimes	Seldom	Never	
Male	17	10	1	1	0	29
Female	36	11	8	1	0	56
Total	53	21	9	2	0	85

Female respondents are in majority with 65.88% in which 64.29 % respondents are highly satisfied while out of the total male respondents 58.62% respondents are highly satisfied.

62.35% respondents out of total are highly satisfied with the training programmes organized for their skill developments. 24.71% respondents are satisfied. 10.59% respondents have neutral opinion while 2.35% respondents are not fully satisfied with it.

TABLE NO. 10 GENDER WISE DEVELOPMENTAL PROGRAMMES

Gender	Developmental Programmes					Total
	Always	Often	Sometimes	Seldom	Never	
Male	16	8	3	2	0	29
Female	34	15	4	3	0	56
Total	50	23	7	5	0	85

60.71% of female respondents are highly satisfied with the developmental programmes while 55.17% of male respondents are highly satisfied with it.

Out of total, 58.82% respondents are highly satisfied with the developmental programmes organized for their developments. 27.06% respondents are satisfied. 8.24% respondents have neutral opinion while 5.88% respondents are not fully satisfied with it.

TABLE NO. 11 GENDER WISE PROMOTION BASED ON EXPERIENCE / SENIORITY

Gender	Promotional opportunities					Total
	Always	Often	Sometimes	Seldom	Never	
Male	12	10	2	4	1	29
Female	29	16	6	3	2	56
Total	41	26	8	7	3	85

Female respondents are highly satisfied than the male respondents. Out of the total majority of the respondents are highly satisfied with the promotional opportunities and criteria provided by the government.

TABLE NO. 12 GENDER WISE FUTURE DEVELOPMENT

Gender	Future Development					Total
	Always	Often	Sometimes	Seldom	Never	
Male	16	9	3	0	1	29
Female	20	24	4	6	2	56
Total	36	33	7	6	3	85

Respondents have different opinion regarding their future development. 55.17% of male respondents are highly satisfied while 42.86% of female respondents are satisfied with their future developments.

Out of total, respondents are highly satisfied with their future development as they feel their future secured.

TABLE NO. 13 CATEGORY WISE TRAINING PROGRAMMES

Category	Training Programmes					Total
	Always	Often	Sometimes	Seldom	Never	
Medical	30	5	6	0	0	41
Paramedical	23	16	3	2	0	44
Total	53	21	9	2	0	85

51.76% respondents out of total are paramedical employees in which 52.27% respondents are highly satisfied with the training programmes organized and conducted by the government while 48.24% respondents are medical in which 73.17% are highly satisfied.

Out of total, 62.35% respondents are highly satisfied with the training programmes organized for their skill developments. 24.71% respondents are satisfied. 10.59% respondents have neutral opinion while 2.35% respondents are not fully satisfied with it.

TABLE NO. 14 CATEGORY WISE DEVELOPMENTAL PROGRAMMES

Category	Developmental Programmes					Total
	Always	Often	Sometimes	Seldom	Never	
Medical	27	8	4	2	0	41
Paramedical	23	15	3	3	0	44
Total	50	23	7	5	0	85

It is a good indicator for the government that majority of the respondents are highly satisfied with the developmental programmes organized and run by the government. 65.85% of medical are respondents highly satisfied while 52.27% of paramedical respondents are highly satisfied with the developmental programmes.

TABLE NO. 15 CATEGORY WISE PROMOTION BASED ON EXPERIENCE / SENIORITY

Category	Promotion Opportunities					Total
	Always	Often	Sometimes	Seldom	Never	
Medical	21	11	5	2	2	41
Paramedical	20	15	3	5	1	44
Total	41	26	8	7	3	85

Remarkably the respondents have different opinion regarding the promotional opportunities provided to them. Though few respondents are not satisfied but majority of the respondents are highly satisfied in both the groups as they are of the opinion that the institute provides better promotional opportunities.

TABLE NO. 16 CATEGORY WISE FUTURE DEVELOPMENT

Category	Future Development					Total
	Always	Often	Sometimes	Seldom	Never	
Medical	16	17	3	2	3	41
Paramedical	20	16	4	4	0	44
Total	36	33	7	6	3	85

However the respondents have different opinion regarding their future developments. The majority of respondents from both group are highly satisfied as they get sufficient opportunities for their future development.

TABLE NO. 17 NATURE OF THE JOB WISE TRAINING PROGRAMMES

Employment Term	Training Programmes					Total
	Always	Often	Sometimes	Seldom	Never	
Regular	43	12	5	2	0	62
Contractual	10	9	4	0	0	23
Total	53	21	9	2	0	85

Regular employees are in majority. Out of total, 72.94% respondents are regular employees in which 69.35% respondents are highly satisfied with the training programmes organized and conducted by the government while 27.06% respondents are contractual employees in which 43.48% are highly satisfied.

62.35% respondents out of total are highly satisfied with the training programmes organized for their skill developments. 24.71% respondents are satisfied. 10.59% respondents have neutral opinion while 2.35% respondents are not fully satisfied with it.

TABLE NO. 18 NATURE OF THE JOB WISE DEVELOPMENTAL PROGRAMMES

Employment Term	Developmental Programmes					Total
	Always	Often	Sometimes	Seldom	Never	
Regular	40	14	4	4	0	62
Contractual	10	9	3	1	0	23
Total	50	23	7	5	0	85

64.52% of regular employees are highly satisfied with the developmental programmes while 43.48% of contractual employees are highly satisfied with it.

58.82% respondents of total are highly satisfied with the developmental programmes organized for their developments. 27.06% respondents are satisfied. 8.24% respondents have neutral opinion while 5.88% respondents are not fully satisfied with it.

TABLE NO. 19 NATURE OF THE JOB WISE PROMOTION BASED ON EXPERIENCE / SENIORITY

Employment Term	Promotion opportunities					Total
	Always	Often	Sometimes	Seldom	Never	
Regular	30	21	6	4	1	62
Contractual	11	5	2	3	2	23
Total	41	26	8	7	3	85

Respondents have different opinion regarding promotional opportunities. Majority of respondents from both regular and contractual are highly satisfied as they are of the opinion that they are getting appropriate promotional opportunities on the basis of experience and seniority.

TABLE NO. 20 NATURE OF THE JOB WISE FUTURE DEVELOPMENT

Employment Term	Future Development					Total
	Always	Often	Sometimes	Seldom	Never	
Regular	28	26	5	3	0	62
Contractual	8	7	2	3	3	23
Total	36	33	7	6	3	85

Regarding future development respondents have different opinion. Majority of respondents from both regular and contractual are highly satisfied as they get sufficient opportunities for the future development and feel their future secured.

8. CONCLUSION

Government spends a very huge amount of money on the health sector. It becomes necessary that government employees remains satisfied with their job so that they can perform their duties and responsibilities attentively and effectively without wasting the available resources as they deal with large population. It is necessary that they must be properly trained for performing their duties effectively. Training and development helps to improve employee's skills and makes them updated with the present line of treatment which in turn improves the services provided by the health personnel to the people. As per the study conducted by the research scholar, it is found that majority of employees from different age groups, gender, category and employment terms are highly satisfied with the various job characteristics like training and development programmes, promotion opportunities, opportunities for future development. There is significant relationship between various given job characteristics and job satisfaction.

62.35% respondents are highly satisfied with the training programmes, 58.82% respondents are highly satisfied with the development programmes, 48.23% respondents are highly satisfied with the promotional opportunities, 42.35% respondents are highly satisfied with opportunities for future development. In case of age, 100% respondents from age group 61 and above are highly satisfied with training and development programmes while 60%

respondents from the same age group are highly satisfied with the promotion and future development opportunities. In case of gender, 64.29% female respondents are highly satisfied with training, 60.71% female respondents are highly satisfied with development programmes, 51.79% female respondents are highly satisfied with promotion opportunities while 55.17% male respondents are highly satisfied with the future development opportunities. In case of category, 73.17% medical respondents are highly satisfied with training, 65.85% medical respondents are highly satisfied with development programmes, 51.22% medical respondents are highly satisfied with promotion opportunities while 45.45% paramedical respondents are highly satisfied with the future development opportunities. In case of employment term, 69.35% regular employees are highly satisfied with training, 64.52% regular employees are highly satisfied with development programmes, 48.39% regular employees are highly satisfied with promotion opportunities while 45.16% contractual employees are highly satisfied with the future development opportunities. The study also concludes that there is significant relationship between demographic profiles and job satisfaction.

9. SCOPE FOR FURTHER RESEARCH

The present study is limited to the few government hospitals of Chhattisgarh in Bilaspur district only. For completing the study, training and development, promotion policies and future development has been considered to study the job satisfaction level of the employees working in the government hospitals of Bilaspur district. The future research can be extended to various job characteristics like work environment, payment, job security, stress level, security at work place, relationship between seniors, colleagues, etc. The study can also be conducted while taking into consideration various human resource policies like recruitment, selection, transfer, retirement, grievance handling policies, etc. The future research can also be conducted on government hospitals of other district of Chhattisgarh state with large sample size.

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