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Review Article

The Implications of On-Job Training on the Performance of Faith Based Organizations: Focus on Divine Holistic Ministries, Uganda

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Abstract

- a. Faith-Based Organizations with the support of their funders connect with local communities to deliver services in the identified areas regardless of their faith seeking to improve the wellbeing of the masses. Henceforth, to add to the growing scholarly debate in this dominion, this research was set out. That is, it was set out to examining the implications of on-job training on the performance of Faith-Based Organizations (FBO), with reference to Divine Holistic Ministries- Uganda. Using a correlational research design, this study sampled 63 participants comprised of Directors, Human Resource personal, Staff of Divine Holistic Ministries, and few beneficiaries of Divine Holistic Ministries. Data was collected using structure questionnaires and analyzed quantitatively. Various analysis and test including correlation and regression were conducted.
- b.
- c. Henceforth, the findings revealed that there is positive significant relationship between job rotation and the performance of Divine Holistic Ministries-Uganda ($r = .686^{**}$, $p = 0.001$). This implies that in job rotation, employees are equipped with more technical skills to accomplish their assignment, gives workers a break from strenuous work best, eliminates boredom, increase conceptual skills, builds confidence and team work among staff. It also revealed that there is positive significant relationship between upgrading and performance of Divine Holistic Ministries-Uganda ($r = .342^{**}$, $p = 0.001$). This implies that in that situation, employees get equipped with technical skills and knowledge at work, acquire more managerial skills, enhance their leadership skills, become more creative and confident at work, as well as gain more evangelical skills. The study finally revealed that there is a positive significant relationship between refresher courses and the performance of Divine Holistic Ministries-Uganda ($r = 0.589^{**}$, $p = 0.002$). This implies that in refresher courses, employees achieve regular compliance to organization goals and objectives, help staff to keep up-to-date, identify training needs and skills gaps, as well as acquire managerial and leader skills.
- d.
- e. Basing on the above findings, it is concluded that there is positive significant relationship between on-job training and the performance of Faith-Based Organizations (FBO). The study recommended that job rotation should be improved in the FBOs, and this can be achieved through having a clear goal and time frame, preparing and training workers before rotation, creating plan and aligning job rotation with workers' career paths; and areas of further research were suggested.

Introduction and Background Contextual

This Ugandan Government's envisions of transforming the country into a middle-income economy by 2040. This vision of Uganda is fully in line with the existing United Nations Sustainable Development Goals of 2030 as well as the African Union Agenda 2063, of which Faith Based Organization (FBO) has been considered as one of the pillars to achieve these goals. To achieve this goal, there is need for the sustainable use of the environment so as to enhance the performance of FBOs through emphasizing on-job training.

In Uganda, Sseggiriinya [1] noted that effective performance and production of FBOs can only be possible by giving special attention on on-job training as a tool for improved performance and production. Faith-Based Organizations at International level includes: International Medical Corps, Compassion international, World Relief Organization partnering with local Churches, and at national level we have World Vision, Caritas, Samaritan's Purse, Catholic Relief Services, Kulika Uganda, Uganda Protestant Medical Bureau (UPMB), Province of the Church of Uganda, the Roman Catholic Church of Uganda, Pentecostal Assemblies of God, Seventh-day Adventist Church Uganda. Most of these FBOs engage in on-job training of their employees to ensure sustainable administrative effective performance and service delivery among their targeted audience or beneficiaries. Similarly, Ddamulira [2] further reveals that on-job training has been more recently emphasized in FBOs, Divine Holistic Ministries- Uganda inclusive. He adds that the purpose of on-job training are: keeping informed with the latest information on market, advancement of professionalism, acquisition of broad body of knowledge and skills, and operational strategies in the market place, enhancement of teamwork, understanding of the evolving political, social-economic and cultural atmosphere, and technological changes globally and locally [3].

For decades, Uganda have continue expressing extreme poverty, low or lack of relevant skills in the labor market and among the masses, it's been hard to realize effective organization performance among FBOs without political biases and interference [4]. Though Uganda is known as a Christian country, it's almost unfeasible for churches to effectively disciple those who give their lives to Jesus. In this regards, Divine Holistic Ministries, Ugandan Director further explains that, "while many are born into the faith, they often starve spiritually because there is no support structure in place for their spiritual growth and administration, even those in leadership or administrative position" [1]. Divine Holistic Ministries started operations in Njeru Municipality and has since spread to several districts in Uganda, Kenya, and South Sudan. Lack of proper education and discipleship skills has swept many Ugandans into false wealth-gospel belief systems [5]. Thus, a need for on job training among FBOs in Uganda.



With the support of Divine Holistic Ministries' donors and in partnership with the government and well-wishers, Divine Holistic Ministries is empowering Ugandans especially vulnerable and marginalized individuals through training to effectively nurture and disciple their people in the life of Christian values through media [5]. According to Baraka, "amid hard places, we have testimonies of radio transforming lives through life-changing programs like; Gospel, Christian music, Bible studies, prayer session, online counselling and biblical talk shows, Divine Holistic Ministries, Uganda is claiming all assets of Uganda society and culture for Christ" [4]. Such programs call for relevant and intentional skills in order to achieve the desired result. Words of Hope is committed to producing Christian character and commitment, nurturing and disciple people, counselling and empowering church leaders and also create relationships among all Bible-believing denominations. In this regard, on-job training needs to be adopted or emphasized by Divine Holistic Ministries [4].

On the other hand, many FBOs perhaps have not emphasized enough on-job training as a tool for effective administrative performance; thus, experiencing poor production and service delivery among its audience or area of jurisdictions. Divine Holistic Ministries Uganda is a Faith-Based Organization, and not profit-making organization, whereby the employee's is not fully trained or have adequate skills to work, this leads to poor performance [4]. Relatively little research has been done on the on-job training and the administrative performance of FBOs, particularly in Divine Holistic Ministries- Uganda [3,5-7]. Therefore, the pending question is whether over time, on-job training in FBO has actually translated into the desired performance beyond simply adopting the practice. Within the context of Divine Holistic Ministries, the study endeavors to establish the relationship between on-job training and the administrative performance of Faith- Based organizations.

The Problem Description

On-job training of workers is constantly emphasized in various organizations all over the globe within different nations because it is believed to improve organizational performance [1]. Faith-Based Organizations embrace on-job training as part and parcel of their strategic plan towards achieving institutional goals and objectives. On-job training has been recognized as a vital factor towards enhancing performance of employees as well as improving productivity in organizations [5]. In other words, FBOs in Uganda have embraced on-job training specifically World Vision emphasizing the employee's skills (71%), behaviour enhancement (56%), technology updating (63%), and dynamic capabilities (51%) across its countrywide offices, which have been very essential for the improved performance [2], however, this remains lacking in Divine Holistic Ministries. If this dimension of on-job training is given a priority and attention within faith-based organizations in Uganda, their administrative performance shall improve significantly. FBOs have cases whereby workers are less equipped with relevant skills or having inadequate skill, and some employees are not willing to learn, this has led to poor performance [7].

Similarly, Ddamulira [2] further reveals that on-job training has been more recently emphasized in FBOs, Divine Holistic Ministries inclusive. Divine Holistic Ministries is a FBO in partnership with the international donors, it's not a profit-making organization. This organization is committed to be a leading media FBO producing Christian transformative radio or media programs, character change, nurturing and disciplining people, counselling, and empowering church leaders and create relationships among all Bible-believing denominations. In this regard, on-job training was emphasized to Divine Holistic Ministries to equip workers with more skills and knowledge concerning their daily activities, for example 75% of the employees have been trained in recording, editing and broadcasting of Christian messages, 50% have been trained in discipleship (CoU-PSDM 2019), 20% have training ICT, and 5% have training in studio, mast construction and maintenance (Board, 2021). Some of employees of Divine Holistic Ministries are not fully trained or adequately skilled thus leading to poor performance [4]. Cases of continued delays in service delivery, slowness in implementation of tasks, have been observed; in addition to irregularity of employees, delays in accomplishment of assigned workload, absenteeism from duty and delayed reports (WoHU 2023). Consequently, the study, therefore, analysed the implications of on-job training on the performance of Faith-Based organisations, focusing on Divine Holistic Ministries- Uganda.

Research Objectives

Therefore, to fulfill this research gap, the following research objectives hereunder to guide this research:

- To assess the relationship between job rotation and the performance of Divine Holistic Ministries-Uganda.
- To examine the relationship between upgrading and the performance of Divine Holistic Ministries-Uganda.
- To establish the relationship between refresher courses and the performance of Divine Holistic Ministries-Uganda.

Methodology

The study used a correlational research design. It also employs a correlational statistic due to the need of making inferences about possible relationships between variables. The study used quantitative approach. The study was based on correlational survey design where Divine Holistic Ministries- Uganda was considered. This research design was adopted to answer the hypotheses. The target population included; Directors, Human Resource personal, Staff of Divine Holistic Ministries, and few beneficiaries, all equivalent to 63 respondents, in accordance with the Divine Holistic Ministries office records (2023), and these were selected basing on Morgan and Krejcie [8] table. Simple random sampling was used in selection of respondents. Adoption to this sampling technique was used because it provides each study elements equal probabilities or chance of being selected and also enhance dismissal of selection bias. Questionnaires were used in primary data collection. Data was majorly analyzed quantitatively. Analysis was also conducted and carried out by use of descriptive, correlation and simple regressions on the variables of the study. The statistical analyses were manipulated with the guide and help of SPSS. It was also correlated using the inferential analyses (multiple regression analysis) to establish the relationship between variables of the study.

Literature Review

Job Rotation and the Performance of Faith-Based Organizations

According to Al-Zoubi, Masadeh & Twaissi [9], Herrington [10], Rane [11], Appelbaum [12], Schneider & Jorgensen [13] the essence effect of job rotation is to effectively provide a good platform for equity and fairness. They provide a challenging environment and increase the performance of workers. Extrinsic needs of workers at all levels are the effect of job rotation which ensures that both the intrinsic are adequately provided for. This is because it develops organizations integrated policy, procedure and practice. Thus, it is a vital signal of organization culture and value and it's significant to the successful recruitment and retention of high caliber workforce with adequate knowledge, skill and ability that supports the organization strategic goals and rotation workers in accordance to their contribution's skills, competence and market worth [14]. Therefore, the success of an organization is based on a good effective job rotation in order to increase productivity of an organization. However, the previous studies were carried outside Uganda and not fully in FBOs a few years back; and this makes up gaps of carrying out a related research in this country, Uganda, thus a rationale for this research.

Esteban., Aragon & Carasco [15] note that it is evident that workers can only be effective when given conducive working environment or conditions, and job rotational program serve as an incentive to stir workers to attain organization's set vision, goals and objective efficiently and effectively. Shrestha [16] & Muzaki [5] noted that job rotation is a vital professional and personal educational activity for workers to improve their effectiveness, efficiency, ability, and knowledge, as well as motivation in their professional work as ascertained by Frolova, Fomina, & Shmeleva [17]. FBOs have emphasized job rotation purposely to enable workers to acquire new understanding, administrative skills and instructional skills. Besides, Kay [18] asserts that employee learning through job rotation makes them more versatile. It helps employers to know each worker's strength, and mitigates boredom. In this regard, job rotation has been considered as crucial to the maintenance and sustaining the capacity of the worker to continue to provide quality services, work effectively and efficiently.



In-terms of reducing boredom of the job, Ddamulira [2] argued that the core objective and aim of job rotation in an organization is to gradually reduce the repetitiveness that is involved in a job. It gives workers to experience different types of jobs, acquire new skills and motivate workers to perfectly perform well at each stage of job replacement. Besides, Esteban., Aragon & Carasco [15] noted that job rotation exposes employees to all angles of the organization. This is another major purpose of job rotation practice, to expose employees to all corners of organization's operation and administration. This gives them a glimpse of the necessary skills to perform a give task in the organization. However, this study by Esteban., Aragon & Carasco [15] concentrated on quantitative research design; where the questionnaires were applied in gathering primary data. In this case, primary data was purely analyzed by the help of frequency and percentages, and presented in figures and tables; contrary to this research that focus on applying questionnaires to have quantitative data.

Upgrading and the Performance of Faith-Based Organizations

According to Braton [19], workers focus on the upgrading of their academic qualifications, and professional competence as well as skills. Upgrading of workers in Uganda is generally applicable to those individuals who are adults especially 18 years and plus. The existing courses under upgrading are tailored-made for individuals focusing towards pursuing further studies to help them in becoming more employable for the available vacancies at places of work. The existing academic upgrading program offer several subjects and accelerated teaching classes. It is also akin for an individual to a crash quick courses that saves workers' time, energy and effort towards providing professional skills and knowledge enabling workers to effectively deliver services promptly. Besides, Pagon [7] notes that in contemporary society, every institution or organization must establish a number of administrative strategies to enhance employee performance in order to achieve the desired goal and this means human resource departments and chief executive officers should devise ways of enhancing organizational performance through enhancing upgrading of their staff.

According to Muzaki [5], upgrading of employees has been recognized as one unwavering force of improving employee performance in both Public institution and Private institution. Incorporating organization interests in upgrading of the staff comes with a special ingredient in the realization of organizational goal. A related research was done by Seror & Brennan [20], Portnov [20], Brennan, Purdy, & Hjerp [21], and Esteban, Aragon & Carasco [15] conducted in Ireland (Northern part) on the implementation and enforcement of existing waste minimization law and prevention, proposed that "a vital shift towards culture of enforcement should be altered, security officers upgrading in several related courses in Northern Ireland, was essential to guarantee effective enforcement action against the waste criminal". Brennan [21], also proposed that changes in fundamental structural in the proper architecture of the environment can result into immense administrative performance of workers. The aforementioned is pertinent and super eye-opener but did not look at how upgrading of employees among FBOs in Uganda prepare and recruit workers for the improved administrative efficiency and productivity and other after mentioned roles. The research seeks to address the existing information gap.

Refresher Courses and the Performance of Faith-Based Organizations

According to Barat [22], and Muzani [5], "refresher courses are considered to be termed as short courses reviewing or up-dating previous studies or other training attended that is connected with individual's profession." In other words, refresher training is an aspect of retraining taken by an individual person already qualified or previously assessed as competent in a specified field with the intention of updating his/her skills, competence and/or knowledge to a changed standard or providing the chance and opportunity of ensuring that no vital skills or knowledge have been lost due to lack of use [23]. Besides, Masha [24] and his counterparts Kar & Joosten [25], & Nasri, Rostamnia & Jamshidi [26] noted that "refresher training is retraining in any subject that an individual has previously trained in to refresh his/her memory as well as making sure that their knowledge is up-to-date" [27]. It can help to keep vital knowledge fresh in the workers' minds and reinforce and embed more complex institutional processes and procedures. The above scholarly work is significant and an eye-opener, however it did not look at how refresher courses among FBOs in Uganda prepare and recruit workers for the improved administrative efficiency and productivity and other aforementioned work, this research focus at addressing this gap.

Acton & Golden [28], the objective of every organization is to achieve its set goals, short of knowledgeable and updated skilled employees organization cannot attain their set

goal. Skilled workforce enables organizations to achieve a higher degree of productivity, profitability and service delivery. For individual workers, refresher trainings are part of career development enhancing job skills, administration, experience and knowledge thus improving performance. Besides, Ramya [29] stated that refresher training is a designed form of learning experience that teaches workers how to better to get involved in carrying on and complete assignments with their current and future jobs. Laura, Jeffer. Sharon & Stanley [30] studied the factors influencing refresher training towards the performance of an organization. Their focus was on understanding the extent to which refresher training, training design, on-the-job training, and delivery styles has influenced the performance of an organization. The study yielded tremendous results on organization performance and service delivery. This concurs with Stapleton [31] and Elnaga & Imran, [32] who also argued out that through existing refresher courses, workers can effectively acquire new and relevant skills as well as adapting new and vital strategies in their performance. However, the foregoing studies were not carried out in Uganda, and not fully in Faith-Based Organization. On that note it creates a gap of conducting a related research specifically in Uganda and particularly administrative performance, thus a rational for this research.

Theoretical Review

The study was based on the Social Learning Theory advanced by Bandura Albert in 1977. Albert Bandura was an American psychologist, a creator of the concept of this Social Learning Theory, which proposed 5 essential steps or basic principles in order to attain effective learning, gains attention, enhance observation, motivation and retention as well as reproduction [33]. Social Learning theory states that "individuals can learn and adopt behaviour by observing the others." This theory further asserts that an individual can learn and acquire skills and knowledge from one another, and this can be done through proper observing, imitation, practicing, and modelling [34,35]. This theory has often been considered as a bridge among several behaviourists' theories (that argued that acquiring skills is influenced by responses directed to environmental stimuli) as well as other cognitive theories (that also noted that gaining skills is determined by presence of psychological related factors). In this regard, the theory of Social Learning covers the areas of motivation, memorizing and due attention. Mcleod [6] further states that four main meditational processes include; retention, attention, motivation and reproduction through which learning can effectively occurs [37-40].

Schunk in Kin (2021) also argued out that the best strategies of on-job training is associated with Social Learning Theory include; job rotation, problem based learning, upgrading, in-service training, refresher courses, peer collaboration, shared teaching, and learning with colleagues. More so, gaming, virtual environments, simulations, and scenarios among others are the vital strategies of social learning and on-job training in FBOs which enhance proper service delivery, efficiency, and effectiveness. This indicates that learning is more of a cognitive process which takes place on several grounds of social context. This mainly occurs through proper observation as well as instruction that could be direct. In this research, the above theory indicates that programs covering on-job training focus more towards enabling the existing employees to focus more on observation, modelling and imitating the required knowledge, skills, understanding, competence, perception and attitude; as well as trainers' behavior towards enabling individuals to full contribute in effectiveness. This is expected to be achieved through developing several styles of learning that boost the attention of trainees, as well as memory, retention, and motivation [41,42].

Interestingly, one needs to understand that human beings are social creatures; therefore, social learning strategies need to be utilized and adopted while teaching, if performance improvement is to be attained in FBOs. Secondly, knowledge and skills are demonstrated through competence, therefore, learning and acquiring more skills is a matter of individual participating and active engagement in different activities across the world. This therefore clearly shows that the collective contribution of on-job training through refresher courses, upgrading and job rotation of employees in FBOs in Uganda contributes to effective administrative performance of both the staff and the organization; and this can be attained if each sub variable is well developed and all work together. In other words, none of them works alone. Indeed, failure in one results of the systems of FBOs, leads to a decline in the effectiveness.

Results

The findings of the survey are presented thematically below.



Correlation Analysis

This section highlights a series of inferential analyses that were carried out to examine and establish the relationships between the different variables. The study used correlation analysis and regression analysis to examine the strengths and direction of the relationships in the variables as presented below.

The correlation analysis was undertaken to examine the strength and direction of the relationships between the independent and dependent variables as explained in Table 1 below.

Table 1: Correlation analysis.

Table with 3 columns: Predictor, Correlation Type, and Performance of Divine Holistic Ministries. Rows include Job rotation, Upgrading, and Refresher courses.

** Correlation is significant at the 0.01 level (1-tailed).

Results in the Table 1 above reveal a significant relationship between job rotation and performance of Divine Holistic Ministries-Uganda. The correlation coefficient of .686 (**)

Study findings, revealed a significant effect of refresher courses on the performance of Divine Holistic Ministries- Uganda. The correlation coefficient of .589(**)

Model

To test the hypotheses of this study, multiple regressions were performed between the independent variables

- a) job rotation
b) upgrading
c) refresher courses as predictors of the dependent variable (performance of FBOs).

Multiple regression analysis was used to compute the variation shared by the variables. It was used to identify how much variation lies in the relationship between on-job training and performance of Faith-Based Organizations (FBO), as presented in Table 2 & Table 3.

Table 2: Model summary.

Table with 5 columns: Model, R, R Square, Adjusted R Square, Std. Error of the Estimate. Row 1 shows R=.713, R Square=.508, Adjusted R Square=.488, Std. Error=.71577679.

a. Predictors: (Constant), job rotation, upgrading and refresher courses.

From the model summary in Table 2, the multiple regression coefficient R was evidenced by 0.713. However, the adjusted R2 shows that on-job training accounts for 50.8% of the performance of Divine Holistic Ministries-Uganda;

Table 3: Coefficients table.

Table with 6 columns: Model, Unstandardized Coefficients (B, Std. Error), Standardized Coefficients (Beta, T, Sig.). Rows include (Constant), Job rotation, Upgrading, and Refresher courses.

a. Dependent Variable: Performance of Hope Ministries-Uganda.

The coefficients table shows that specifically, job rotation accounts for 24.5% variation in the performance of Divine Holistic Ministries -Uganda. Further, upgrading accounts for 30.4% variation in the performance of Divine Holistic Ministries -Uganda.

Conclusions and Recommendations

Conclusion

Basing on the objective one, it is concluded that job rotation has a significant effect on the performance of Divine Holistic Ministries-Uganda. Therefore, there is positive significant relationship between job rotation and the performance of Divine Holistic Ministries-Uganda (r= .686**, p=0.001).

Reference to objective two, it is concluded that upgrading style has a significant effect on the performance of Divine Holistic Ministries-Uganda. Therefore, there is positive significant relationship between upgrading and performance of Divine Holistic Ministries-Uganda (r= .342**, p=0.001).

Reference to objective three, it is concluded that refresher courses style has a significant effect on the performance of Divine Holistic Ministries-Uganda. This showed that there is a positive significant relationship between refresher courses and the performance of Divine Holistic Ministries-Uganda (r=0.589**, p=0.002).

Recommendations

The study recommended that there is need for regular and timely on-job training programs to be emphasized in faith-based organizations so as to make employees keep



up-dated of the required current skills, innovations and procedures, and this would eventually boost employee's efficiency at work. The study recommended that job rotation should be improved in the FBOs, and this can be achieved through having a clear goal and time frame, preparing and training workers before rotation, creating plan and aligning job rotation with workers' career paths.

The study recommended that faith-based organizations require to recruit competent and qualified employees to have effective service delivery. There is need for regular provision of feedback and support during the job rotation. This is expected to further reduce on work inefficiency and inferiority sentiments hence leading to improved service delivery, accountability and transparency.

The study further recommended that to improve on refresher courses, the faith-based organization require to make a training plan, create learning materials, and review existing training materials and select new content. To achieve the FBOs objectives, they have to adopt frequent refresher training approaches so as to achieve improved the performance of employees through existing orientation courses.

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