Analysis of Employee Performance Improvement: The Role of Social Exchange Theory

Ginanjar Wira Saputra[1], Kurniawati[2], Ahmad Johan[3], Riza Bahtiar Sulistyan[4]

Department of Public Administration, Universitas Bandung[1,2]
Department of Business Administration, Universitas Bandung[3,4]

Corresponding Author: rizabahtiars@gmail.com

ARTICLE INFO

ABSTRACT

This study aims to examine and analyze the important role of organizational support and training in an effort to improve the performance of Bandung City Transportation Department employees. Organizational support is measured through the dimensions of caring, consideration, problem solving assistance, and the ability to forgive mistakes, while training is measured through training needs, planning, and evaluation. The sample used was 116 employees of the Bandung City Transportation Department. Analysis using multiple linear regression. The results of the analysis show that organizational support and training have a positive and significant impact on employee performance in the aspects of quality, quantity, timeliness and responsibility. The implication is that the transportation agency can consider developing stronger organizational support and optimizing appropriate training programs to improve operational efficiency and effectiveness. Future research could explore other factors that influence employee performance in broader and more diverse contexts.

Keywords: Employee Performance, Organizational Support, Training.

INTRODUCTION

Human resources or employees are an important asset to support the success of an organization. Through good human resource management in the organization, the organization can survive and develop in the era of increasingly advanced globalization (Rizki & Sulistyan, 2022). Human resources in an organization consist of superiors and subordinates. Every employee or person who works in an organization certainly has their own role and function, so that in determining the duties and functions of each employee they must be in accordance with their abilities and knowledge so that employee performance can be maximized and according to objectives (Sulistyan, Lukiana, et al., 2022). Performance can be known and measured if an individual or group of employees has criteria or benchmark success standards set by the organization (Rizki & Sulistyan, 2022; Sulistyan, Carito, et al., 2022).

It is very important for employee performance in Indonesia to be evaluated every certain period to maintain performance stability and improve employee performance. One of them is the Bandung City Transportation Department, which often receives special attention because it is considered incapable of handling the current traffic jams. Several media reported a lot about traffic jams in Bandung City, including CNN Indonesia (www.cnnindonesia.com, 2023) which reported that "The Cause of Traffic Jams in Bandung: The Number of Vehicles Almost Equals the Population". This requires a performance evaluation from the Bandung City Transportation Department to prevent negative perceptions from the public.

The performance of employees at the Bandung City Transportation Department does not receive a good response from the public. This is because it is still not optimal in overcoming traffic jams (Rachmadona et al., 2022). In this case, there needs to be a breakthrough or new innovation to improve employee performance (Hadi et al., 2020). If employee performance problems are left unchecked, there will be several negative impacts, including decreased organizational performance (Rehman et al., 2019), If employee performance problems are left unchecked, there will be several negative impacts, including decreased organizational performance (Marques-Quinteiro et al., 2018), decreased productivity (Sulistyan, 2020), decreased performance administration (Zega, 2022), and many other factors.

Employee performance can be overcome by several factors including motivation (Astutik & Suhermin, 2022; Guterresa et al., 2020), leadership style (Guterresa et al., 2020), compensation (Zaeni et al., 2022), work environment (Astutik & Suhermin, 2022; Zaeni et al., 2022), organizational support (Chen et al., 2020), reducing bullying and coworkers (Arifin et al., 2020), and many other factors that can improve employee performance. At the Department of Transportation of the City of Bandung, the domination is organizational support and training. Organizational support is important in efforts to increase performance (Chen et al., 2020). There are also findings which state that support from the organization is not important in efforts to improve performance (Sulistyan et al., 2020). Training is also important in efforts to increase performance (Zia-ur-Rehman et al., 2020). However, other findings found that training did not play an important role in improving performance (Guterresa et al., 2020). There is a research gap from the results of previous studies. It is important to prove related to efforts to increase performance through organizational support and training at the Bandung City Transportation Service.

Performance impoevement with support and training is explained using social exchange theory. This theory was first put forward by Blau pada tahun 1964 (Blau, 1964) which explained the concept of the provision of social relations in the exchange process. This theory (Roloff, 2015) explains the antecedents, processes and outcomes of exchange. The application of this theory has developed to be used to explain the exchange process of the support provided by the organization in an effort to improve performance. The increase in performance will also have an impact on improving the organization. So there is a return on what the organization has given to employees, and conversely employees give their best for the progress of the organization (Sulistyan et al., 2020). Likewise with the training programs provided by the organization. The existence of training is able to improve performance, and in return employees who are given training will increase competence. Increasing employee competence from training programs will also have a positive impact on organizational progress (Sulistyan, 2020).

This study directly analyzes the important role of organizational support and training in efforts to improve employee performance. The results of the analysis using Vos Viewer appear in the research network visualization taken from 459 articles from 2018 to 2022, showing that employee performance has not been found to be related to organizational support and training programs. This is a gap where researchers can take novelty by building relationships between these variables.
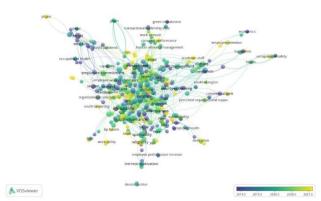
Figure 1. Research Network Visualization
Source: Previous Research Survey Data (2018-2022)

In an effort to improve employee performance at the Bandung City Transportation Service, using a role analysis approach from the support provided by the organization and the training programs implemented. The purpose of this study was to examine and analyze the important role of organizational support and training in an effort to improve the performance of Bandung City Transportation Department employees. The benefit of this research is to contribute to science related to improving employee performance and contribute to the development of social exchange theory in the implications of organizational performance. The benefits for the Bandung City Transportation Department are as performance evaluation material and part of efforts to improve employee performance.

METHODS

This research is quantitative research by testing and analyzing causal relationships (cause-effect). The research was carried out by surveying the Bandung City Transportation Department from November to December 2022. This analysis was carried out as an effort to collect initial data to support the research problem. Data sources are obtained from internal and external data. Internal data was obtained from the Bandung City Transportation Department in the form of employee data. External data in the form of community satisfaction survey results regarding the performance of Bandung City Transportation Service employees. The results of initial data collection are supported by literature sources, namely primary and secondary sources.

The population in this study were all employees of the Bandung City Transportation Service totaling 283 employees. Samples were taken using the slovin formula totaling 166 respondents. The sampling technique uses probability sampling in the form of simple random sampling. The simple random sampling technique (Hikmawati, 2020) is a method of taking samples from all members of the population at random without paying attention to existing strata. Samples were obtained using the excel application.

The indicators used to measure the performance of employees developing the results of previous research are quality, quantity, timeliness, and responsibility (Sulistyan et al., 2020). Indicators of organizational support were developed from the results of previous research in the form of caring, consideration, help solving problems, forgiving mistakes (Sulistyan & Ermawati, 2020). raining indicators include employee training needs, training planning, training evaluation and rotation (Utrilla et al., 2022). The indicators were developed into questionnaire statement items which were measured using a Likert scale of 1 to 10. The indicators that had been developed were tested using 30 respondents and their validity and reliability were measured before being widely distributed to

all samples. Testing the validity of the research instrument looks at the extent to which the instrument used can be stated as an appropriate measuring instrument. By using the minimum limit criterion, the Pearson correlation value is 0.30. While reliability testing looks at the extent to which the instrument is reliable. The reliability testing criteria can be accepted if the Cronbach's alpha value is more than 0.60.

The data collection technique was carried out using primary data obtained by distributing closed and open questionnaires. The closed questionnaire consists of respondent data and items stating the results of developing indicators for each variable. Open questionnaires consist of open answers by respondents to provide an overview of the answers to the statement items they chose. Questionnaires were distributed to all selected respondents at the research location, namely the Bandung City Transportation Department.

Data analysis was carried out using descriptive and inferential statistical analysis using the SPSS program. Descriptive statistics (Sudaryono, 2018) are statistics used to analyze data by describing or illustrating the data that has been collected as it is without the intention of making general conclusions or generalizations. Inferential statistics is a statistical technique used to analyze sample data and apply the results to the population. In this research, inferential statistical analysis techniques were carried out by testing classical assumptions (normality, multicollinearity and heteroscedasticity), multiple linear regression analysis, model testing and hypothesis testing. The hypotheses developed are:
H1: Organizational support plays an important role in improving employee performance
H2: Training plays an important role in improving employee performance

Criteria for testing the hypothesis by looking at the level of significance resulting from the SPSS output results. If the significance value is below 5%, then the hypothesis is accepted, and if the significance level is above 5%, then the hypothesis is rejected.

RESULTS AND DISCUSSION

Research result
Respondents in this study amounted to 166 employees of the Bandung City Transportation Service. The results of data collection through distributing questionnaires obtained descriptions of respondents which included gender, age, education level and length of service. The data obtained are as follows:

Table 1. Description of Respondents

No	Description	Frequency	Percentage (%)
1	Gender		
	Man	147	88,6
	Women	19	11,4
2	Group		
	I	5	3,0
	II	78	47,0
	III	82	49,4
	IV	1	0,6
3	Level of education		
	Elementary School/Equivalent	4	2,4
	Middle School/Equivalent	12	7,2
	High School/Equivalent	68	41,0
	Diploma	1	6,0
	S1	77	46,4

S2	4	2,4
S3	0	0,0

Source: Processed Data (2023)

Based on table 1, the interpretation obtained is that the data regarding 116 respondents came from employees of the Bandung City Transportation Department. In terms of gender, the majority of respondents were men (88.6%), while women were only a small portion of the total respondents (11.4%). Based on group, the distribution of respondents was quite evenly distributed. Group II has the highest percentage (47.0%), followed by Group III (49.4%). Meanwhile, Group I has a lower percentage (3.0%), and only one respondent falls into Group IV (0.6%). When looking at education level, the majority of respondents had a high school/equivalent level (41.0%) and a bachelor's degree (46.4%), which shows a relatively even educational composition. There were also a number of respondents with lower levels of education such as elementary school/equivalent (2.4%) and junior high school/equivalent (7.2%), as well as some who had higher levels of education such as diploma (6.0%) and master's degree (6.0%) 2.4%), while S3 is not represented. Overall, this data describes the group of Bandung City Transportation Service employee respondents who are dominated by men with varying levels of education, but the majority have a high school/equivalent or bachelor's degree background. The distribution of groups also tends to be even, with the majority falling into Groups II and III.

The results of testing the validity and reliability in this study are explained as follows:

Table 2. Validity and Reliability Test Results

No	Variable and Indicator	Validity	Reliability	Information
1	Organizational Support		0,699	Reliable
	Concern	0,636		Valid
	Consideration	0,755		Valid
	Troubleshooting Assistance	0,766		Valid
	Forgive Mistakes	0,752		Valid
2	Training		0,803	Reliable
	Training Needs	0,852		Valid
	Training Planning	0,850		Valid
	Training Evaluation	0,839		Valid
3	Employee Performance		0,737	Reliable
	Quality	0,697		Valid
	Quantity	0,730		Valid
	Punctuality	0,782		Valid
	Responsibility	0,780		Valid

Source: Processed Data (2023)

Table 2 shows the validity value data of several variables and indicators related to aspects of organizational support, training, and employee performance. Validity measures the extent to which a measurement instrument can actually measure the desired concept, so that a high validity value indicates that the instrument is quite capable of measuring the variables involved. First, in the organizational support variable, all indicators such as caring, consideration, problem solving assistance, and forgiving mistakes show a fairly high validity value, with a score above 0.3. This indicates that this instrument is effective in measuring organizational support variables related to these aspects. Second, the training variable also shows positive results in terms of validity. The indicators of training needs, training planning and training evaluation have a high validity value, above 0.3, indicating that this instrument is effective in measuring aspects of training within an organizational environment. Third, employee performance variables, indicators such as quality, quantity, timeliness, and responsibility also have an adequate validity value, which is above 0.3. This suggests that this instrument is successful in measuring employee performance dimensions in

the desired context. Overall, the interpretation results show that the measurement instrument used has a fairly high validity value in measuring concepts such as organizational support, training, and employee performance. This provides a strong basis for relying on this instrument in further analysis of these variables in an organizational context.

The data provided in table 2 also includes the reliability values of several variables related to organizational support, training and employee performance. Reliability measures the extent to which a measurement instrument provides consistent and reliable results on repeated measurements. The criteria can be said to be reliable if the test produces a value of 0.60. All variables have shown values above these provisions. First, the organizational support variable has a reliability value of 0.699, which indicates that this instrument has a good level of consistency in measuring organizational support constructs. This shows that the measurement results on the indicators under this variable are reliable and give similar results when repeated at different times. Second, the training variable also shows positive results in terms of reliability. With a reliability value of 0.803, this instrument shows a good level of consistency in measuring concepts related to training. These results indicate that this instrument is reliable in measuring training aspects in various situations. Third, employee performance variable, a reliability value of 0.737 indicates that this instrument has an adequate level of consistency in measuring employee performance dimensions. This shows that the measurement results related to quality, quantity, timeliness, and employee responsibility are reliable and provide consistent results on repeated measurements. Overall, the interpretation results show that the measurement instruments used in this study have a good level of reliability in measuring variables such as organizational support, training, and employee performance. These results provide confidence that this instrument can provide consistent and reliable results in measuring these constructs in an organizational context.

The results of regression analysis and hypothesis testing in this research are described as follows:

Table 3. Results of Regression Analysis and Hypothesis Testing

No	Effect	B	Sig	Information
1	Organizational Support -> Employee Performance	0,160	0,10	Hypothesis Accepted
2	Training -> Employee Performance	0,743	0,00	Hypothesis Accepted
3	Constant	4,101	0,00	

Source: Processed Data (2023)

The results of the analysis in table 3 show that there is a relationship between organizational support and employee performance seen from a significance value of 0.10 below 0.05 (5%). The regression coefficient (B) of 0.160 indicates that each one-unit increase in the organizational support score is correlated with an increase of 0.160 in employee performance scores. The positive direction of this coefficient indicates that increasing organizational support is associated with increasing employee performance.

The results of the analysis in table 3 also show that training has a significant effect on employee performance seen from a significance value of 0.00 below 0.05 (5%). The regression coefficient (B) of 0.743 indicates that every one-unit increase in training score is correlated with a sizable increase, namely 0.743, in employee performance scores. The positive direction of this coefficient indicates that an increase in training provision is associated with an increase in employee performance.

Discussion

The Effect of Organizational Support on Employee Performance

The results of the analysis show that there is a significant relationship between organizational support and the performance of Bandung City Transportation Department employees. Organizational support, which is measured through indicators of concern, consideration, problem solving assistance, and forgiving mistakes, has a real influence on employee performance, which is measured through indicators of quality, quantity, timeliness, and responsibility. The results of this study support the results of research conducted by Chen et al. (2020) which states that organizational support is important in efforts to improve performance. The effect of organizational support on employee performance can be explained through the principles of social exchange theory, where support is considered as a reward given by the organization to employees in response to their contributions and efforts. In this exchange, employees feel compelled to provide better performance in response to the support they receive, creating mutually beneficial and sustainable relationships between individuals and organizations (Sulistyan et al., 2020).

The importance of organizational support for employee performance can be seen from the results of the analysis. Dimensions of organizational support such as caring, consideration, problem solving assistance, and forgiving mistakes, which reflect a supportive and empathetic work environment, have a positive impact on various aspects of employee performance. This can be interpreted that the higher the level of organizational support provided to employees in terms of concern for their needs, consideration in decision making, assistance in solving problems, and the ability to forgive mistakes, the higher the level of employee performance in terms of quality of work produced, quantity of work completed, timeliness in completing tasks, and responsibility for the tasks assigned.

In the context of the Bandung city transportation department, these results can have significant implications. Organizational support provided to employees can help create a more positive and productive work environment, which in turn can improve employee performance in providing services and carrying out tasks relevant to tasks in the field of transportation. Therefore, efforts to increase organizational support, including caring, consideration, problem solving assistance, and the ability to forgive mistakes, can be considered as an important strategy to improve employee performance in the Bandung city transportation service.

The Effect of Training on Employee Performance

The results of the analysis show that there is a significant relationship between training and employee performance in the Bandung city transportation service. Training, as measured by indicators of training needs, training planning and training evaluation, has a real impact on employee performance as measured by indicators of quality, quantity, timeliness and responsibility. The results of this study support the results of research conducted by Zia-ur-Rehman et al. (2020) which shows that training is important in efforts to improve performance. The linkage of training to employee performance in the Bandung city transportation service, social exchange theory helps explain that training is not only an effort to develop employee competence, but also as a form of reward provided by the organization. Through give-and-take interactions, employees who receive training feel they have a moral responsibility to provide better performance in response to the investment in training they have received. Thus, training not only increases employee competence, but also creates mutually beneficial relationships between individuals and organizations, which in turn can affect employee performance improvement (Sulistyan, 2020).

The importance of training on employee performance can be explained through the results of this analysis. Training indicators, such as training needs, training planning, and training evaluation, reflect an organization's investment in improving employee competencies and skills. The results of the analysis show that the more effective and targeted the training provided to employees in terms of identifying training needs, planning appropriate training, and evaluating the impact of training, the higher the level of employee performance in terms of quality of work produced, quantity of work completed, timeliness in complete the task, and responsibility for the tasks given.

These results have important implications for human resource management practice. Investment in effective training can significantly influence employee performance improvement in the context of the Bandung city transportation service. When organizations provide training that suits their needs and are able to evaluate its impact, employees tend to have better competence in carrying out their duties. Thus, the training provided to employees is not only an investment in individual development, but also has the potential to be a key factor in increasing the operational efficiency and effectiveness of the communications organization.

CONCLUSION

This research confirms that organizational support and training have a very important role in improving the performance of Bandung city transportation service employees. The positive influence of organizational support and training on employee performance can be seen through quality, quantity, timeliness and responsibility in carrying out tasks. Therefore, to achieve higher effectiveness and efficiency in transportation service operations, organizations need to focus on developing a supportive work environment and providing appropriate and effective training to employees. In this way, organizations can create mutually beneficial relationships between employees and the organization, which has an impact on improving performance and achieving organizational goals more optimally.

This study has limitations that need to be considered in the interpretation of the results. First, the sample size may not adequately represent the variety of backgrounds and experiences of Bandung city transportation service employees as a whole. Second, the use of questionnaires as a data collection method can lead to response bias or subjectivity of interpretation. There is the potential influence of other factors not measured in the analysis, such as motivation, leadership style, compensation, work environment, and specific context factors. Finally, although the results of statistical analyzes provide evidence of relationships between the variables studied, this approach does not provide an in-depth understanding of the mechanisms underlying these relationships. Therefore, while this study provides important insights, it should be considered with an understanding of its limitations.

Based on research findings, the Transportation Department can consider several important suggestions to improve employee performance and operational efficiency. First, it is necessary to pay serious attention to the development of organizational support. This includes aspects such as caring, consideration, assistance with problem solving, and the ability to forgive mistakes. Efforts to strengthen this dimension can create a more positive work environment, supporting employee creativity and productivity. Next, it is important to optimize training programs by ensuring that they truly match the needs and challenges of the job. This involves ongoing identification of training needs, careful planning, and thorough evaluation of the impact and effectiveness of training provided to employees.
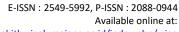
For further research, there are several directions that could be explored. First, exploring other factors that can influence employee performance in the context of the transportation service will provide a more holistic understanding. Incorporating qualitative approaches, such as interviews or observations, can open a window into employee perceptions and experiences regarding organizational support and training in influencing performance. Furthermore, considering comparative studies between different transportation agencies or other industry sectors can help identify variability and contextual aspects that influence the influence of organizational support and training. Research that is broader in scope could also test the validity and applicability of these findings to a larger employee population. Thus, the implementation of these suggestions and further

research can make an important contribution to the development of better employee and operational performance in the transportation service.

REFERENCES

Arifin, Z., Nirwanto, N., & Manan, A. (2020). Reducing the Negative Bullying at Work Impact on Employee Performance through Absorption and Team Work. *Advances in Economics, Business and Management Research*, *64*, 885-892. https://doi.org/10.2991/piceeba2-18.2019.79

Astutik, M., & Suhermin. (2022). Job Satisfaction as Mediation: Job Environment on Employee Performance. 2nd International Conference on Business and Social Sciences, Surabaya, Indonesia.

Blau, P. M. (1964). *Exchange and power in social life*. Wiley.

Chen, T., Hao, S., Ding, K., Feng, X., Li, G., & Liang, X. (2020). The impact of organizational support on employee performance. *Employee Relations: The International Journal*, *42*(1), 166-179. https://doi.org/10.1108/er-01-2019-0079

Guterresa, L. F. D. C., Armanu, A., & Rofiaty, R. (2020). The role of work motivation as a mediator on the influence of education-training and leadership style on employee performance. *Management Science Letters*, *10*, 1497-1504. https://doi.org/10.5267/j.msl.2019.12.017

Hadi, S., Putra, A. R., & Mardikaningsih, R. (2020). Pengaruh Perilaku Inovatif Dan Keterlibatan Kerja Terhadap Kinerja Karyawan. *Jurnal Baruna Horizon*, *3*(1), 186-197. https://doi.org/10.52310/jbhorizon.v3i1.38

Hikmawati, F. (2020). *Metodologi Penelitian*. Rajawali Pers.

Marques-Quinteiro, P., Vargas, R., Eifler, N., & Curral, L. (2018). Employee adaptive performance and job satisfaction during organizational crisis: the role of self-leadership. *European Journal of Work and Organizational Psychology*, *28*(1), 85-100. https://doi.org/10.1080/1359432x.2018.1551882

Rachmadona, Irawati, I., & Sugandi, Y. S. (2022). Kinerja Bidang Manajemen Transportasi Dan Parkir Pada Dinas Perhubungan Dalam Mengatasi Kemacetan Di Kota Bandung. *JANE (Jurnal Administrasi Negara)*, *13*(2), 203-209. https://doi.org/10.24198/jane.v13i2.28694

Rehman, S.-u., Mohamed, R., & Ayoup, H. (2019). The mediating role of organizational capabilities between organizational performance and its determinants. *Journal of Global Entrepreneurship Research*, *9*(1), 30. https://doi.org/10.1186/s40497-019-0155-5

Rizki, V. L., & Sulistyan, R. B. (2022). *Manajemen Sumber Daya Manusia*. Widya Gama Press.

Roloff, M. E. (2015). Social Exchange Theories. *The International Encyclopedia of Interpersonal Communication*, 1-19. https://doi.org/10.1002/9781118540190.wbeic0158

Sudaryono. (2018). *Metodologi Penelitian*. PT. RajaGrafindo Persada.

Sulistyan, R. B. (2020). Lecturer E-learning Training: The Role of Social Exchange Theory. *Empowerment Society*, *3*(2), 50-56. https://doi.org/10.30741/eps.v3i2.589

Sulistyan, R. B., Carito, D. W., Cahyaningati, R., Taufik, M., Kasno, K., & Samsuranto, S. (2022). Identification of Human Resources in the Application of SME Technology. *Wiga : Jurnal Penelitian Ilmu Ekonomi*, *22*(1), 70-76. https://doi.org/10.30741/wiga.v12i1.799

Sulistyan, R. B., & Ermawati, E. (2020). Explaining Cyberloafing Behavior: The Role of General Strain Theory. *Wiga : Jurnal Penelitian Ilmu Ekonomi*, *10*(2), 148-156. https://doi.org/10.30741/wiga.v10i2.596

Sulistyan, R. B., Lukiana, N., & Ato'illah, M. (2022). Perencanaan Co-Working Space dalam Peningkatan SDM di Kabupaten Lumajang. *Jurnal Abdi Masyarakat Indonesia (JAMSI)*, *2*(1), 243-248. https://doi.org/10.54082/jamsi.207

Sulistyan, R. B., Paramita, R. W. D., Setyobakti, M. H., Rizal, N., & Lukiana, N. (2020). Perceived Organizational Support on Employee Performance: The Mediating Effect of Job Stress. *Proceedings of the 1st International Conference on Social Science, Humanities, Education and Society Development*. https://doi.org/10.4108/eai.13-10-2020.2303710

Utrilla, P. V. N.-C., Grande-Torraleja, F. A., Albarracin, A. L. M., & Ortega-Rodriguez, C. (2022). Advance employee development to increase performance of the family business. *Employee Relations: The International Journal*, *45*(7), 27-45. https://doi.org/10.1108/er-03-2022-0151

www.cnnindonesia.com. (2023). *Biang Macet di Bandung: Jumlah Kendaraan Hampir Sama Populasi Penduduk.* CNN Indonesia. https://www.cnnindonesia.com/otomotif/20230210194658-579-911677/biang-macet-di-bandung-jumlah-kendaraan-hampir-sama-populasi-penduduk

Zaeni, N., Arfah, A., & Semmaila, B. (2022). The Effect of Compensation and Work Environment on Employee Performance. *Point of View Research Management*, *3*(2), 161-173.

Zega, Y. (2022). Pengaruh Kinerja Kepegawaian Dalam Administrasi Perkantoran. *Jurnal Akuntansi, Manajemen dan Ekonomi*, *1*(1), 63-69. https://doi.org/10.56248/jamane.v1i1.14

Zia-ur-Rehman, M., Ansari, R. H., & Ali, H. (2020). Impact of Training on Employees' Performance. *Global Management Sciences Review*, *5*(3), 120-128. https://doi.org/10.31703/gmsr.2020(V-III).13