
*Research Proposal on “The Impact of Training and Development on
Employee Performance among Employees in Bangladesh”*

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Contents

CHAPTER 1: INTRODUCTION.....	4
1.1 Background of the Study.....	4
Table 1.1 Key Concepts Underpinning the Research	5
1.2 Problem Statement	5
Table 1.2 Summary of Identified Research Gaps	6
1.3 Research Aim	6
1.4 Research Objectives.....	7
1.5 Research Questions	7
1.6 Significance of the Study.....	8
Table 1.5 Expected Contributions of the Study	8
1.7 Scope of the Study	9
CHAPTER 2: PRELIMINARY LITERATURE REVIEW.....	9
2.1 Introduction	9
2.2 Human Capital Management and Human Capital Theory.....	9
2.3 Training and Development.....	10
2.4 Employee Performance.....	10
2.5 Research Gap.....	10
Table 2.1 Summary of Key Empirical Studies.....	11
2.6 Conceptual Framework.....	12
<i>Figure 2.1 Conceptual Framework of the Study</i>	12
CHAPTER 3: RESEARCH METHODOLOGY	12
3.1 Introduction	12
3.2 Research Philosophy	13
3.3 Research Design	13
3.4 Data Collection and Sampling.....	13
3.5 Data Analysis	14

3.6 Ethical Considerations	14
3.7 Research Timeline	14
Table 3.1 Proposed Research Timeline	14
3.8 Conclusion	15
References.....	16
APPENDIX A.....	18
Research Questionnaire	18

CHAPTER 1: INTRODUCTION

1.1 Background of the Study

Employees are known as an organisation's most important strategic resource in today's knowledge-based economy. In addition to financial capital and technology, human capital, knowledge, skills, experience and ability to adapt to the changing business environment are increasingly critical to organisational success. This has increased the significance of Human Capital Management (HCM), a concept that treats employees as strategic resources whose skills and abilities must be continually developed to improve the organisation's performance (Becker, 1964; Armstrong and Taylor, 2023). Training and development is an important practice in HCM that empowers the employees to learn the technical, behavioural and managerial skills needed for them to perform their current and future roles. Training is about the knowledge and skills required for the job, and development is about the knowledge and skills needed for career advancement and organisational change (Noe, 2020). Organisations are increasingly viewing HRD as a strategic investment and not as an operational cost because it can create more productivity, innovation, better service levels and long-term competitive advantage (Armstrong and Taylor, 2023). Employee performance is an important aspect of the organisation because it shows the efficiency of the employees in carrying out their duties and responsibilities and in achieving the goals of an organisation. Empirical studies have always confirmed that successful training enhances the confidence, competence and job performance of the employees (Mamy, Shabbir and Hasan, 2020; Chowdhury and Uddin, 2022). However, the success of training depends on the factors of the programme relevance, training quality, training delivery methods and training organisational support (Hasan, 2020). In Bangladesh, various institutions and companies from diverse industries such as banking, manufacturing, telecommunications, and garments are increasingly dedicated to employee training, aiming to build their capability. Previous research has shown positive correlation of training with employee performance in different industries (Afsana, Afrin and Tarannum, 2016; Karim, 2019; Hosen et al., 2024). But most of the current studies are sector-specific and have limited attention on various aspects of training effectiveness. Thus, the present study explores the relation between training and development with employee performance in several organizations in Bangladesh

and enriches the Human Capital Management literature with more evidence and gives a practical suggestion to increase the training practices of these organizations.

Table 1.1 Key Concepts Underpinning the Research

Concept	Description	Role in the Present Study
Human Capital Management	A good approach to the management and development of employees as valuable assets of the organization.	Gives overall theoretical and managerial background of the research.
Training and Development	Planned learning experiences to develop employees' knowledge, skills and competencies.	Variable that may be manipulated by the researcher in this study.
Employee Performance	The extent to which staff complete tasks and perform duties that are relevant to workers' tasks and enhance organisation's achievements.	The outcome measure that is used to evaluate the impact of training and development.

Source: Adapted from Becker (1964), Noe (2020) and Armstrong and Taylor (2023).

1.2 Problem Statement

Companies spend significant funds on training and development to improve employee effectiveness and ensure they stay competitive in today's fast-changing business landscape. Training is an important Human Capital Management practice, providing employees with the knowledge, skills and flexibility required to respond to the needs of the organization (Noe, 2020). While there is general recognition in the literature that training positively affects employee performance, limited research has been conducted in Bangladesh on the relationship between training and performance in specific industries like banking, garments, telecom, and hospitality (Mamy, Shabbir and Hasan, 2020; Chowdhury and Uddin, 2022; Hosen et al., 2024). In addition, many of the studies have focused on training as a whole without addressing elements of

training quality, relevance, frequency, and trainer effectiveness (Karim, 2019; Hasan, 2020). Hence this study is an attempt to investigate the effect of training and development on the performance of the employees by comparing different organisation of Bangladesh and also to give some practical suggestions to enhance the training and development practices in the organisation.

Table 1.2 Summary of Identified Research Gaps

Research Issue Identified	Evidence from Previous Studies	How the Present Study Addresses the Gap
Research concentrated on single industries	Most studies examine garments, banking, hospitality or telecommunications separately.	Collects data from employees working across different organisations in Bangladesh.
Limited organisational comparison	Previous findings cannot be confidently generalised across sectors.	Provides broader evidence by including employees from multiple organisational contexts.
Limited examination of training dimensions	Most studies measure training as a single variable.	Investigates training quality, relevance, frequency and trainer effectiveness.
Need for updated empirical evidence	Organisational practices continue to evolve due to technological and economic changes.	Generates current evidence reflecting contemporary organisational environments in Bangladesh.

Source: Developed by the researcher based on Mamy, Shabbir and Hasan (2020), Karim (2019), Hasan (2020), Chowdhury and Uddin (2022) and Hosen et al. (2024).

1.3 Research Aim

The overall aim of this research is to investigate the role of training and development in terms of their employees' performance in different organisations in Bangladesh.

This goal is in keeping with the main thrust of the study and is consistent with the tenets of Human Capital Management which highlight the need for ongoing employee development to enhance individual and organisational performance. The study aims to provide a wider empirical evidence on the relationship between the training and development of employees and its impact on employee performance in a wider context than just a single industry because the study goes beyond the specific industry and investigates employees from various organisational settings.

1.4 Research Objectives

The following research objectives have been developed to achieve the overall research aim:

- ❖ **RO1:** To examine employees' perceptions of training and development practices in organisations in Bangladesh.
- ❖ **RO2:** To assess the level of employee performance among employees in Bangladesh.
- ❖ **RO3:** To examine the effect of training and development on employee performance among employees in Bangladesh.
- ❖ **RO4:** To identify the dimensions of training and development that most influence employee performance.
- ❖ **RO5:** To recommend strategies for improving training and development programmes to enhance employee performance in organisations in Bangladesh.

1.5 Research Questions

The research questions have been formulated to ensure that the study addresses the research problem systematically and remains aligned with the research aim and objectives. Each question corresponds to a specific research objective and guides the collection and analysis of empirical data.

Table 1.4 Research Questions

Research Question

RQ1: What are employees' perceptions of training and development practices in organisations in Bangladesh?
RQ2: What is the current level of employee performance among employees working in different organisations in Bangladesh?
RQ3: What is the relationship between training and development and employee performance among employees in Bangladesh?
RQ4: Which dimensions of training and development have the greatest influence on employee performance?
RQ5: What recommendations can be made to improve training and development programmes for enhancing employee performance in organisations in Bangladesh?

Source: Developed by the researcher.

1.6 Significance of the Study

This study adds to the Human Capital Management literature by focusing on how training and development affects employee performance in organisations in Bangladesh. The results of its activities will support managers, Human Resource professionals, training institutions and policy makers in creating more effective training programmes and enhancing the capability of the workforce, the performance of organizations, and the long-term competitiveness.

Table 1.5 Expected Contributions of the Study

Stakeholder	Expected Contribution
Academic Researchers	Extends empirical knowledge relating to Human Capital Management, training and employee performance.
Organisations	Supports evidence-based decisions when designing employee training and development programmes.
Human Resource Managers	Assists in identifying training practices that are most strongly associated with improved employee performance.
Policymakers	Provides evidence that may inform workforce development and employee capability enhancement initiatives in Bangladesh.

Employees	Highlights the importance of continuous learning and professional development for improving work performance and career progression.
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Source: Developed by the researcher.

1.7 Scope of the Study

The present study focuses on the effect of training and development on performance of employees in various organizations in Bangladesh. It brings together a mix of public and private sector organisations to give a wider perspective of training practice in different organisational settings. The independent variable is training and development (dimensions: quality of training, relevance, frequency, effectiveness of the trainer) and the dependent variable is employee performance. Convenience sampling will be used in collecting primary data and analysed using quantitative statistics method through online questionnaire. The conclusions are meant to be applicable to the contexts of Bangladeshi workers and may not be directly transferable to other national contexts.

CHAPTER 2: PRELIMINARY LITERATURE REVIEW

2.1 Introduction

A literature review is used to build the academic basis of a research study by critically analysing theories and empirical evidence, and identifying gaps that need to be explored (Saunders, Lewis and Thornhill, 2023). This chapter provides an overview of Human Capital Management (HCM), Human Capital Theory, training and development, and employee performance. It also incorporates insights from some empirical research to validate the need for the present study.

2.2 Human Capital Management and Human Capital Theory

Human Capital Management (HCM) is a strategic perspective that treats the workforce as a significant asset of the organisation and recognises that the knowledge, skills and competencies of employees are key to the organisation's success in the long-term (Armstrong and Taylor, 2023). The study is based on the Human Capital Theory of Becker (1964) that states that investments in education and training increase

employee capabilities and organisational performance. This is confirmed by research conducted in Bangladesh, which has found that employee training has a positive relationship with employee performance (Mamy, Shabbir and Hasan, 2020; Chowdhury and Uddin, 2022; Hasan, 2020; Hosen et al., 2024).

2.3 Training and Development

Training and development is one of the important HCM practices that will increase the knowledge, skills and abilities of the employees to perform their jobs effectively (Noe, 2020). Development is to prepare employees for future job responsibilities and career development, while training enhances current job performance. Past research has found a positive correlation between training and employee performance. Studies conducted in Bangladesh reveal that training has a positive impact on employee effectiveness, productivity, motivation, and job satisfaction in various sectors, such as garments, banking, and other industries (Mamy, Shabbir and Hasan, 2020; Chowdhury and Uddin, 2022; Jeni, Momotaj and Al-Amin, 2021; Karim, 2019; Hasan, 2020; Hosen et al., 2024). Most studies, however, concern single industries and are therefore not applicable to other contexts within organisations.

2.4 Employee Performance

In other words, employee performance is how well employees can perform tasks to meet organizational goals in a productive, efficient and high-quality manner (Armstrong and Taylor, 2023). It is typically measured by productivity, quality of work, knowledge of job and overall effectiveness.

Similar indicators of employee performance were used in the selected studies, although there were differences in sectors. The methods of measurement were slightly different, but all the studies found that the employees who were trained well did better than employees with less training opportunities (Afsana, Afrin and Tarannum, 2016; Karim, 2019; Hosen et al., 2024). The findings that are consistent in the above studies are useful in supporting that employee performance is used as a dependent variable in this study.

2.5 Research Gap

Although numerous studies have appeared in the literature, there are a number of research gaps that still exist. The research conducted in Bangladesh has focused on training and development in a particular sector like garments, banking, telecommunication and hospitality (Afsana, Afrin, and Tarannum, 2016; Mamy, Shabbir, and Hasan, 2020; Chowdhury and Uddin, 2022). Thus, they do not easily translate to other organizational contexts. In addition, most of the previous research has been based on a cross-sectional questionnaire survey, and has tended to concentrate on the impact of training as a whole and not on specific aspects of training, including training quality, relevance or effectiveness. Hence, it is necessary to conduct more research with employees from different public and private institutions in Bangladesh to get more empirical evidence.

Table 2.1 Summary of Key Empirical Studies

Authors	Sector	Key Finding	Relevance to Present Study
Mamy, Shabbir and Hasan (2020)	Garments	Training improved employee performance.	Provides Bangladesh evidence.
Chowdhury and Uddin (2022)	State-owned Banking	Training increased productivity.	Supports the proposed relationship.
Jeni, Momotaj and Al-Amin (2021)	Private Banking	Training improved productivity and motivation.	Identifies multiple performance outcomes.
Afsana, Afrin and Tarannum (2016)	Telecommunications	Training enhanced knowledge and effectiveness.	Demonstrates consistency across sectors.
Karim (2019)	Manufacturing	Different training programmes improved performance.	Supports measurement of training dimensions.

Hasan (2020)	Multiple Industries	Systematic training enhanced performance.	Provides cross-sector evidence.
Hosen <i>et al.</i> (2024)	Hospitality	Training and career development improved work performance.	Offers recent empirical support.

Source: Developed by the researcher from the reviewed literature.

2.6 Conceptual Framework

This study is based on Human Capital Theory and literature reviewed, which suggests that training and development have positive impacts on employee performance. Training and development is the independent variable and employee performance is the dependent variable.

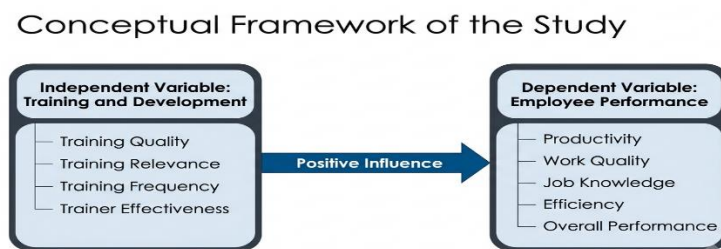


Figure 2.1 Conceptual Framework of the Study

Source: Developed by the researcher based on Becker (1964) and the reviewed literature.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methodology that will be used to explore the effect of training and development on employee performance for employees in Bangladesh. It gives an explanation of the research philosophy, approach, design, method of data collection, sampling strategy, data analysis technique, ethical considerations and the research timeline. The choice of these methods is designed to make sure that the

study is done in a systematic way and also yield reliable results (Saunders, Lewis and Thornhill, 2023).

3.2 Research Philosophy

The research philosophy followed in this study is positivist which is used to examine the relationship between training and development to employee performance in measurable data. In positivism, the collection of quantitative data is supported and statistical analysis is used to test objectively the relationship between data and the results of the analysis (Saunders, Lewis and Thornhill, 2023). Hence, this philosophy is deemed suitable towards the research objectives.

3.3 Research Design

The method used in the study is deductive, since the study is based on Human Capital Theory and empirical studies that have been conducted previously. The research will examine if training and development have a significant impact on employee performance in the context of employees in Bangladesh.

This study will be of quantitative cross sectional type. The quantitative research helps in analysing numerical data statistically, and the cross-sectional design helps in collecting data at one point in time, which is suitable for the time period of the study (Creswell and Creswell, 2023).

3.4 Data Collection and Sampling

The primary data will be gathered by means of a structured online questionnaire designed based on previous studies. The questionnaire will be closed-ended questions, with a Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree). It will be shared via online channels like Facebook, LinkedIn and WhatsApp, through Google Forms.

The target group is the employees of public and private organisations in Bangladesh. Participants can be accessed efficiently through researcher's personal and professional networks, thus, a convenience sampling technique will be used. The objective of the study is to get around 150-200 valid responses that is adequate for statistics analysis.

3.5 Data Analysis

The collected data will be analysed using IBM SPSS Statistics. The demographic information of the respondents will be summarised using descriptive statistics such as frequencies, percentages and mean scores. This will then be followed by the use of Pearson correlation and multiple regression analysis to explore the relationship between training and development and employees' performance. Results will be presented in the appropriate tables and charts.

3.6 Ethical Considerations

The study will adhere to ethical guidelines of the University. This will be done on a voluntary basis and the respondent will be provided with information regarding the purpose of the research before answering the questionnaire. Participants will be able to withdraw at any time and informed consent will be obtained electronically. There will be no collection of personal identifying information and all responses will be anonymous and confidential, and used only for academic purposes. The research will also be conducted in accordance with the principles of the General Data Protection Regulation (GDPR) of the UK.

3.7 Research Timeline

The proposed work will be finished in July-September 2026 according to the university dissertation schedule. After the approval of the proposal, the study will be continued with the development of questionnaire, collection of data, analysis of data, writing of the dissertation and submission of the same. The proposed schedule is given in Table 3.1.

Table 3.1 Proposed Research Timeline

Research Activities	July 2026	August 2026	September 2026
Proposal approval			
Literature review refinement			
Questionnaire design and pilot test			
Ethical approval			
Questionnaire distribution			

Data collection			
Data analysis (SPSS)			
Dissertation writing			
Proofreading and revision			
Final submission			

Source: Developed by the researcher based on the university dissertation schedule.

3.8 Conclusion

The aim of this research proposal is to explore the effect of Training and Development on the employee performance of public and private organisations in Bangladesh. It puts the background of the research in place, determines the gap in the literature and the goals and questions of the study. A quantitative method will be used to gather primary data using an online questionnaire which will be analysed using SPSS. The results will be presented in the Human Capital Management literature and will be useful for concrete suggestions for optimizing employee performance by implementing good training and development programs.

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APPENDIX A

Research Questionnaire

Research Title: The Impact of Training and Development on Employee Performance among Employees in Bangladesh

Participant Information

Dear Participant,

I am conducting this survey as part of my Master's dissertation. The purpose of this study is to examine the impact of training and development on employee performance among employees in Bangladesh.

Your participation is entirely voluntary. All responses will remain anonymous and confidential. The information collected will be used solely for academic purposes. The questionnaire will take approximately **7–8 minutes** to complete.

Thank you for your valuable participation.

Consent

☐ I voluntarily agree to participate in this study.

Section A: Demographic Information

Please tick (✓) **ONE** appropriate answer.

A1. Gender

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

A2. Age

- ☐ 18–25 years
- ☐ 26–35 years
- ☐ 36–45 years
- ☐ 46 years or above

A3. Highest Educational Qualification

- ☐ Secondary
- ☐ Diploma
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctorate (PhD)
- ☐ Other _____

A4. Organisation Type

- ☐ Public
- ☐ Private

A5. Employment Sector

- ☐ Banking
- ☐ Manufacturing
- ☐ Education
- ☐ Healthcare
- ☐ Telecommunication
- ☐ Information Technology
- ☐ Government
- ☐ Other _____

A6. Years of Work Experience

- ☐ Less than 1 year
- ☐ 1–5 years
- ☐ 6–10 years
- ☐ More than 10 years

A7. Have you attended any organisational training programme during the last 12 months?

- ☐ Yes

☐ No

Section B

Training and Development

Please indicate your level of agreement with the following statements.

Scale	Description
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Part B1

Training Quality

No.	Statement	1	2	3	4	5
B1	The training programmes are well planned and organised.	☐	☐	☐	☐	☐
B2	The training objectives are clearly communicated before the training begins.	☐	☐	☐	☐	☐
B3	The training materials are clear, relevant and easy to understand.	☐	☐	☐	☐	☐
B4	Overall, the quality of the training programmes meets my expectations.	☐	☐	☐	☐	☐

Part B2

Training Relevance

No.	Statement	1	2	3	4	5
B5	The training is relevant to my current job responsibilities.	☐	☐	☐	☐	☐
B6	The knowledge gained from training can be directly applied to my work.	☐	☐	☐	☐	☐
B7	The training helps me develop the skills needed for my job.	☐	☐	☐	☐	☐
B8	The training supports my long-term professional development.	☐	☐	☐	☐	☐

Part B3

Training Frequency

No.	Statement	1	2	3	4	5
B9	My organisation provides training programmes regularly.	☐	☐	☐	☐	☐

B10	Employees are provided with sufficient opportunities to participate in training programmes.	☐	☐	☐	☐	☐
B11	My organisation identifies employees' training needs before organising training programmes.	☐	☐	☐	☐	☐
B12	Continuous learning and development are encouraged in my organisation.	☐	☐	☐	☐	☐

Part B4

Trainer Effectiveness

No.	Statement	1	2	3	4	5
B13	The trainers demonstrate strong knowledge of the training topics.	☐	☐	☐	☐	☐
B14	The trainers communicate the training content clearly and effectively.	☐	☐	☐	☐	☐
B15	The trainers encourage participation and respond effectively to questions.	☐	☐	☐	☐	☐
B16	The trainers provide useful examples and feedback during the training sessions.	☐	☐	☐	☐	☐

Section C

Employee Performance

Please indicate your level of agreement using the same scale.

Part C1

Productivity

No.	Statement	1	2	3	4	5
C1	I complete my assigned tasks within the required time.	☐	☐	☐	☐	☐
C2	I consistently achieve my work targets.	☐	☐	☐	☐	☐
C3	I am able to manage my workload effectively.	☐	☐	☐	☐	☐

Part C2

Work Quality

No.	Statement	1	2	3	4	5
C4	I produce work of a high standard.	☐	☐	☐	☐	☐

C5	I pay close attention to accuracy in my work.	☐	☐	☐	☐	☐
C6	I consistently maintain quality in the work I perform.	☐	☐	☐	☐	☐

Part C3

Job Knowledge

No.	Statement	1	2	3	4	5
C7	I possess the knowledge required to perform my job effectively.	☐	☐	☐	☐	☐
C8	I understand my job responsibilities clearly.	☐	☐	☐	☐	☐
C9	I can solve work-related problems using my knowledge and skills.	☐	☐	☐	☐	☐

Part C4

Efficiency

No.	Statement	1	2	3	4	5
C10	I complete my work efficiently with minimum supervision.	☐	☐	☐	☐	☐
C11	I use organisational resources effectively while performing my duties.	☐	☐	☐	☐	☐
C12	I adapt efficiently to changes in work requirements.	☐	☐	☐	☐	☐

Part C5

Overall Employee Performance

No.	Statement	1	2	3	4	5
C13	Overall, I consider my work performance to be high.	☐	☐	☐	☐	☐
C14	I consistently meet my organisation's performance expectations.	☐	☐	☐	☐	☐
C15	I make a positive contribution to achieving my organisation's goals.	☐	☐	☐	☐	☐

Thank you for taking the time to complete this questionnaire. Your responses are highly appreciated and will contribute to the successful completion of this academic research.