

Impact of Organizational Training on the Investigation Officers' Investigatory Skills: A Case Study of Federal Investigation Agency Regional Headquarter Peshawar

INAM UL HAQ

Research Scholar Gandhara University Hayatabad, Peshawar

Email: inamulhaq82@yahoo.com

MUHAMMAD GHAYYUR

Research Scholar Institute of Management Sciences Hayatabad, Peshawar

Email: pec.ghayyur332@gmail.com

Abstract

Investigatory skills of the investigation organization are mandatory to uplift the working abilities and record constructive contribution in the overall objectives and mission of the organization. The research study conducted in the Federal Investigation Agency Regional Headquarter Peshawar, it is proved, and training an essential developmental activity for the development of the employees is effectively playing its role for the effective operational setup. The research study collected primary data through research questionnaire and supportive applications for the employees' training and investigatory skills. Total number of 75 respondents' approaches and their preferences are recorded through self-administration research questionnaire; it is proved that employees training activities or training are positively influencing employees' investigatory skills. The impact of the employees' skills proved positive on the investigation process which are the soft side of the investigation process that include employees' interrogation and legal skills, special laws and custom knowledge, skills of modern devices and forensic science, analytical skills and cultivation of informants. The empirical side of the research study processed through SPSS version 19.

Key Words: *Training, Investigation, Agency, Employee and Peshawar.*

Introduction

Employees' learning and development are influential for the value and promotional activities to improve the organizational employees' skills and abilities in working organizations. Training and development activities are supportive for the productive and sustainable survival of the working organizations. Therefore the impact of employees' learning and development is supportive for the intellectual capital development and HR progressive based operational setup. Employees training refers to a systematic approach to learn and increase the knowledge, skills, working abilities and capacity to develop and improve. The individual, team, and organizational effectiveness while development is the systematic efforts that affecting on individuals' knowledge or skills for purposes of personal growth and/or roles that bring innovation in working and in productivity (Goldstein & Ford 2002). Training activities have a positive impact on the capabilities of individuals and teams. Training activities bring the concept of development as well as increase courage of employees for the better performance and it is also beneficial regarding other outcomes at both the individual and team level (e.g., professional attitudes, motivation towards goals, and empowerment (Kraiger 2002).

Organizations strive to compete in the global world market, skills, knowledge, working capacity and motivation are the difference and quality of their workforce takes on increasing importance (Paradise 2007).

Employees, the strategic resource of the organizations, perform routine and non-routine function. Training that improve employees' introductory and basic tasks toward better extents and therefore significant applicative initiatives are supportive to align employees contributions towards organizational mission and vision. Thus the significant role of the organization is to polish available resources and available employees towards better employees' prospects. Thus the institutional and organizational development are productive to uplift progressive and innovative operations of the organizations. Employees' learning and development program are seen well for the organizational resources which promote the strategic advantages in both short and long runs. Employees' investigatory skills in investigations based organizations are core skills need to get polished with the passage of time. Emotional intelligence based program and supportive applications are supporting the business setups in the changing times there to increase the productive position, the HR must be polished with the passage of time in different phases of the organizations. This research study is focused to examine the working practices in the Federal Investigation Agency of the investigatory skills of the employees. The investigatory skills of the employees are mandatory to perform their investigatory roles effectively and resultantly. Therefore, Federal Investigation Agency is planned to be examined for the work of this research in the changing times and purposefully the work of this research is addendum to understand the current working practices and provide value added knowledge for the current practices and prospective operations.

Problem Statement of the Study

Learning to improve working abilities and promote differences the differences are worthy and effective for the business operations that are seen in the productive abilities, meeting the demands of the duties assigned in the capacity of Investigation Officers. Therefore, employees' roles are analytically supportive and worthy for performance of their assigned duties well of the business through learning oriented HR approaches and operations. Competitive pressures, macro environmental factors and organizational goals and targets are compelling working organizations to adopt new and valuable skills for the progressive results. Therefore the impact of skills development programs are the dire demand in different times and different situations as the competitive forces compel the organizations and other major internal forces are stimulating the organizations to advance the working capabilities. Skill deficiencies are non-progressive in responding to the needs of the assignments / duties. Thus to respondent in effective and professional norms it is supportive to get equipped well and respond effectively towards the needs of the time. These are some significant and effective procedural initiative required in application at different times and in different conditions. Thus the problem statement addresses that skills deficiencies are non-progressive and non-additive for development and strategic operations while compatible applicative skills are innovative and resultant for the newness and differentiable solid results. Thus this research study is focused on the investigatory skills of the working employees in current times and prospects for innovative and resultant structure.

Purpose of the Study

Skills contributions are valuable when proper deployment and management for optimizations while corrective measures are constructive to compel the workforce for innovativeness in the dynamic world. Employees are hired and promoted with the passage of time, but the contribution in the mission and goals of the organizations on justified grounds are affecting the level of performance thus seen with difference. Therefore, skills efficiency through addition of new abilities and knowledge oriented approaches are appealing new form of output and resultants progress is recorded. This research study is purposefully working for the following research objectives.

- To examine the current working practices of the employees of Federal Investigation Agency, Regional HQ: Peshawar
- To examine the current working practices of the employees of Federal Investigation Agency for investigatory skills of the Investigation Officers at FIA Regional HQ: Peshawar
- To examine Federal Investigation Agency training initiatives towards investigatory skills development programs of Investigation Officers' Investigatory Skills of FIA Regional HQ: Peshawar

Significance of the Study

This research work is important to understand the active roles of the skills transfer and skills development through training and development. The impact of training and development is constructive to employees for sake of better responses. It strengthens employees working abilities to perform effectively and resultantly so as to achieve the organizational targets. Thus the impact of employees training and development enhances the working abilities of the employees. This research work is preliminary additive for the investigatory purposes of the current employees' oriented practices towards the major organizational objectives. These multiple learning programs improve employees to sustainably perform multiple roles and activities for developmental concerns. Among multiple learning oriented program the significant one is employees' training and development. These sorts of program strengthen individuals' abilities to perform in better condition and improve goals based progress. HR learning in form of training provide proactive operational management procedure where employees are ready for every progressive tasks that organizations routinely and non-routinely facing for better working attitudes. Therefore, this research work is additive to examine the impact of HR learning through training on the employees' investigatory skills. The investigatory skills are the core skills to perform a particular role that is defined with the working positions.

Scope of Research

Research based working activities are analytically effective for the effective required results and making reputation of the organizations. Diversified workforce is challenging for the organization to retain, develop and take initiatives for career prospects. Therefore, FIA deploys its HR resources through diversified working procedures that are required with effective managerial skills and administrative working abilities on centralized basis. Therefore, FIA is working on centralized HR policies and working for investigatory purposes for the peace and constructive purposes. The employees are examined through this research work in Peshawar Regional HQ: of the FIA to understand working procedure of FIA employees' investigatory skills abilities where training and supportive activities are required to be taken for constructive applicative area. Thus this research is limited to FIA employees' in the Peshawar Regional HQ. The Peshawar Regional HQ: employees are accessible for examining purposes as a respondent.

Literature Review

Employees Training

Employees' training refers to the planned attempt by an organisation to provide knowledge, skills and behaviours to increase the working capacity for achieving the organisation goals or objective (Dennis and Griffin, 2005). The role of employee is the backbone and training is like a blood that keep strength to alive organisation productivity in the international arena (Peteraf 1993; Houser, 2006; Niazi, 2011; Gareth, 2003), Employees training skills are developing a positive driven force among the employees where the employees' self-confidence and self-efficacy improve with the passage of time. These attributes promote employees self-dependencies as consequences their attachment powers and working abilities improve sharply which are the organizational supportive and learning consequences Harborne, P., & John, A. (2003).

Employees learning and development programs are additive for the growth and development thus growth and development are hidden in the development of the HR. They are playing multiple roles and responsibilities on one time and multiple times that requires effective learning (Irene, F.L. (2009).

There are variety of ways which are looking for sound and supportive organizational returning activities. There are different HR practices which are not brought into applications. The strategic dilemma is passive contributions of the work.

Employees' training greatly increases the skills, attitudes and working abilities that sustains the organisational performances (Delery and Doty 1996; Becker and Huselid, 1998). Therefore, creating value, building capabilities and research based working environment create the concept of development for organisational performance that is the basis for every training programme which play vital role to compete the global market (Penrose, 1959, Barney, 1991).

Human resource management identifies and provides few approaches to employees and their skills, knowledge and abilities that is imparted through the use of new technological and innovative training program. But these core factors are helping employees in their personal abilities as well as positively effecting on the performance of the organisation (Irene, 2009; Armstrong, 2010). Employees who are working in those organizations where the investigatory skills are considered the core competencies, they are keenly considered for innovative and productive works. The logical reason behind to support their incorporated abilities for the progression of the organization and consequent improve the current organization systems. There are variety of learning and development initiatives exist that are incremental to excel the works of the employees through learning modules and support the operational setup in the changing times (Shah, R., S. M. Goldstein. 2006).

Organizational improvement is the indicator of the employers and employees improvement. It increases the investment powers in human resource development and competitively working organizations improve. Thus for the investments purposes it is demanding to attract active and supportive personnel for resultant and dynamic procedural initiatives (Silvestro, R., S. Cross. 2000). Training activities in organisation are essential and motivational for both physically as well as socially, intellectually and mentally which are very essential in facilitating not only increasing the level of productivity and developmental thought but also to develop professional attitude of the personnel in any organization. Knowledge is the ability, the skill, the understanding, the information which every individual requires acquiring in order to be able to function effectively in any investigatory environment and investigation officer, in any task, can use the precious skills not only for his agency as well show his performance for the social development of the nation at large and on the other side they perform efficiently for the rectification of the system. Human resources are the most valuable assets of any organization with the machines, materials and even the money; nothing gets done without man-power. Abiodun (1999) further submitted that: Training is a systematic abilities and development of the knowledge, skills and attitudes which is very much needed by employees to perform adequately to achieve the desired goals or objectives. It can take place in a number of ways on the job or off the job; in the organization or outside organization.

Staff training and development are the lubricant of the organisational activities that give huge contribution to the organisational performance. The effectiveness and success of an organization depends on the mission objectives and the proper staff training (Adeniyi 1995).

Lack and changing technology impact negatively on the performance of the organisation and employees do not use the physical and mental strength and capacity and even cannot apply the skills and knowledge to meet the objectives of the job and organisation (Isyaku 2000).

Human is dynamic in nature so it is necessary for the top management to provide the needed training for the development of new ideas and to accelerate the working capacity by way of knowledge and shared skills to innovate the way of productivity and to keep track with current events and methods Ajibade, 1993; Adeniyi, (1995) and Arikewuyo (1999).

The impact of training and development of the Investigatory Officers is to tackle the black evils of society the Investigatory Officer is the line of defence of the society. It is an avenue to acquire the quality

knowledge and to develop further the skills and techniques to find new ways of survival. Scholars, experts, social scientist and school administrators understand the importance of the fact that training is obviously indispensable not only to improve the mind and social thought of the individuals but also to accelerate the productive capacity of the workers. Training is not coaxing or persuading people to do what is wanted but rather a process of creating organizational environment for betterment of the personnel to strive for better performance (Akintayo 1996), Oguntimehin 2001, Graig 1976).

Employees Investigatory Skills

Employees working in different units of the organizations for their diversified roles require diversified skills and abilities but their investigatory skills are found the core skills in the investigatory type of organizations. It induces incremental impact to perform the roles resultantly and manage the crime ratio through resultantly. Thus investigatory skills are core and basic skills of the employees who deserve these (Singh, J., D. Sirdeshmukh. 2000).

Organizational employees are learning through training programs while the significant factor behind this situation is to understand employees working abilities and skills deficiencies. Learning through training stimulates their contributions and improvement are additive towards the welfare of the organizations.

There are couple of factors which are constructive to uplift the role of the organizations through effective and efficient human resource operations. HR is effectively upgraded through training and development activities and their supportive roles are counting valuable to increase the returns in form of positive cash flows (Sirdeshmukh, D., J. Singh, B. Sabol. 2002).

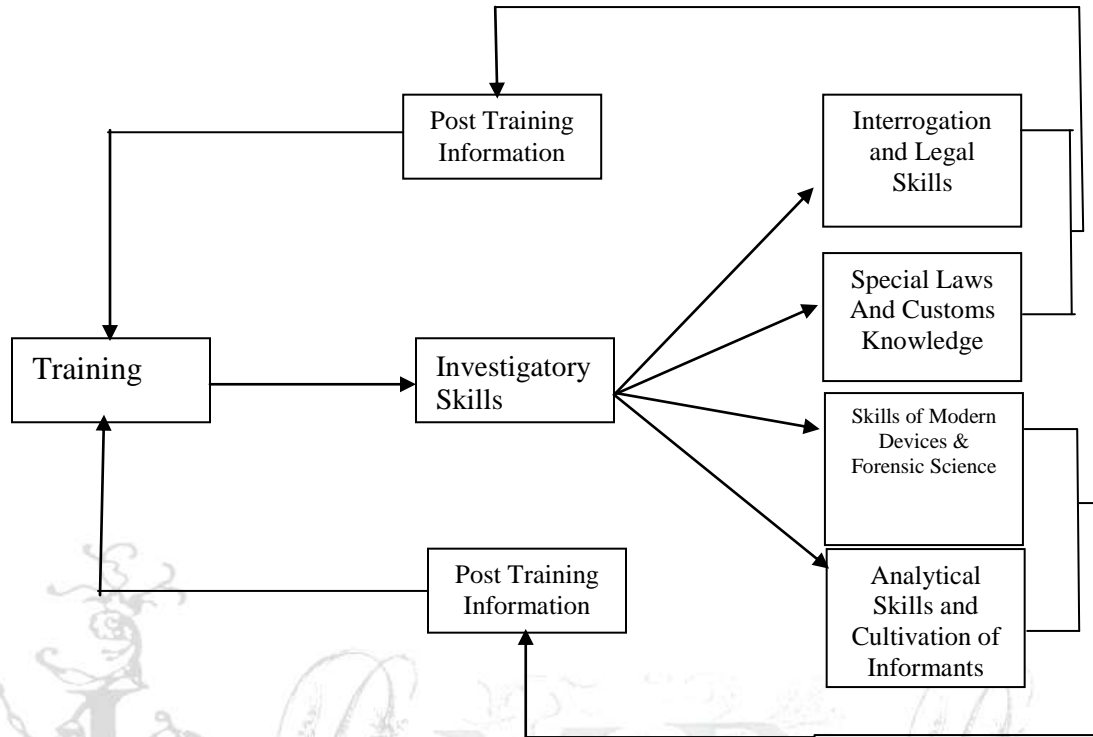
Investigatory skills of investigation organizations are additive towards the impact of better perspectives and better results. Investigatory skills are the skills that include individuals mind scanning, face reading, psychological understanding and collecting mandatory information towards required results. These investigatory skills are required to be improved with the passage of time through resultant tasks (Skerlavaj et, al 2007).

The impact of training and development is positive on the employees' investigatory skills that stimulate employees better and HR oriented objective in the changing times. Thus organizational impact is seen in positive forms through availing the strategic development training and development activities. Training and development record incrementally positive contributions for the organizational development. The reason are skills deficiencies to overcome and skills compatibilities are found well in applicative forms, implementing skills improve and these all supportive activities increase the productive responses of the organizations (Gibson, C. B., & Birkinshaw, J. (2004).). Investigatory skills are supportive for employees' skills efficiencies to inquire effective productive performance for welfare of the organization (Gilson,et, al 2005).

The impact of investigatory skills is effective on the employees overall skills development that accumulate the organizational welfare in form of strengthened HR and strategic career oriented. Investigatory skills are improving through training and development program.

Training and development program require pre-planned supportive approaches. Training and development is taken in different steps and at each step, the impact is measured through quantitative procedures where at each step the progress are examined for costs and benefits (Gilson, L., & Shalley, C. (2004; Gong, Y). Employees' investigatory skills in investigatory organization improve through understanding of legal requirements, cultural and advanced practices which are improving individual skills, operationally supportive for the value and results of the organization (Huang, J.C., & Farh 2009).

Theoretical Framework



Hypothesis of the Research

H1: Training influence employees’ investigatory skills of the employees of Federal Investigation Agency Peshawar Regional HQ:

H2: Investigatory skills improve interrogation and legal skills of the employees of the Federal Investigation Agency Peshawar Regional HQ:

H3: Investigatory skills improve special laws and custom knowledge of the employees of the Federal Investigation Agency Peshawar Regional HQ:

H4: Investigatory skills improve skills of modern devices and forensic science of the employees of the Federal Investigation Agency Peshawar Regional HQ:

H5: Investigatory skills improve analytical skills and cultivation of informants of the employees of the Federal Investigation Agency Peshawar Regional HQ:

Research Methodology

Introduction

The research study is going to be conducted in the human resource management for the reason to examine the impact of training program on the Employees’ Investigatory Skills. There are certain approaches used for this procedure. This research study provided important information about Federal Investigation Agency about their working practices, organizational structure and training activities for their skills development which are considered the core competencies and core working practices.

Federal Investigation Agency provides investigatory services for the controlling and managerial purposes to respond to effective and precautionary ways in better position. Therefore the role of FIA in such type of situation would be examined effectively to quantitatively analyse the phenomenal relationship training program for the investigatory skills development and supportive services.

Sampling approach

The research study aims would be achieved with the help of training programs in different phases of FIA Peshawar Regional HQ. The projects are to be examined of the practical forms of training program for learning and core skills development programs. For this purpose primary and secondary data would be examined or gathered. The sample size of 75 respondent are approached through non random sampling which is carried out with the help of purposive sampling in consideration for the stated research topic. These respondents are taken as investigation personal from different wings or departments that are in operational form in Peshawar headquarter of FIA.

Data collection Tools

The research objective would be examined with the help of primary and secondary data where different approaches would be used for this process. The primary data would be gathered with the help of research personally administered questionnaire and interviews with project managers of different working projects. Secondary data would be accumulated from published and unpublished material available on their websites or in their files will request to them for the sake of project purpose investigations. There the planned research topics which will be focused to examine the invisible forces for the worth-full project activities for the development of the community or downfall of the project for the problems of the projects.

Quantitative aspects:

The research study quantitative aspects consider in the form of the empirical outcomes for this purpose. Being a research student, I will use SPSS version 17 for calculating the working activities in relation with employees' skills development. Primary data will assist this process with the help of questionnaire and interviews and secondary data. The quantitative aspects examination will provide testified information for the phenomenal relationship of different variable.

Time Frame:

The research study is planned to be carried out in the Peshawar Regional HQ: for the applicative skills development through employees oriented training programs which are mandatory part of the employees' practices in FIA. The time required for this research study is one semester but can be extended if and when required. Initially the synopsis, are planned to be defended and then the successful defence and approval of the synopsis the primary and secondary data is collected for the empirical outcomes of the research study in the target areas of the research.

Research Data Collection Tools:

There are varieties of research primary data collection tools that are supportive for collection of the primary data. That includes research questionnaires, observations, interviews and focus groups discussions. Among these available options, the one is preferably selected, that is research questionnaire. The research questionnaire is selected on the basis of pilot studies. The pilot studies proved the impact of the research questionnaire and on the basis of these supportive initiatives, it assists the primary data collection procedure on time and supportively worked out for in time research completion.

Empirical Results

Introduction

This research chapter providing empirical findings that are collected from primary and secondary data and on the basis of these results the empirical impact is used for the testing the hypothesis.

This research chapter is providing empirical understanding of the current practices that are being followed by FIA at Peshawar Regional HQ. The supportive and justified practices are supportively seen towards the employees' development but some practices that are supportive for the operations at FIA. This chapter initially provides facts and figures about different types of services that FIA is providing while in secondary phase the empirical analysis on the basis of causality is provided about the propose working phenomenon.

Table 1: Reliability Test

Questionnaire	Items	Results
Training	6	82 Percent
Investigatory Skills Programs	4	75 percent
Interrogation and Legal Skills	2	76 Percent
Special Laws and Customs Knowledge	2	72 Percent
Skills of Modern Device and Forensic Science	2	73 Percent
Analytical Skills and Cultivation of Informants	2	75 Percent

Given table is showing the reliability tests results inferred through SPSS version 19. It is proving the acceptability of the reliability test in favour of the research study. The reliability results proved that the research questionnaire as the primary data collection is supportive and parallel to proceed with and collect the desired data. For reliability tests, it is mandatory that there must be at least 70 percent or 0.70 outcomes while the entire selected research questionnaire for primary data is above 70 percent which is supporting the acceptability on empirical grounds.

Table 2: Regression Test

Variable	Beta value	T-test	R Square	F-test	Significant
Training	0.542	6.032	0.583	12.174	.001

Dependent Variable: Investigatory Skills

P value* < 0.05

P value** < 0.01

The research findings in the given table indicates that FIA is improving the skill development programs from time to time that's why the impact of FIA training activities are positive on the employees investigatory skills. Employees' investigatory skills programs are supportively increasing the analytical and supportive skills and abilities to operate in effective and efficient forms. Thus the employees' trainings are positively influencing the impact on employees' investigatory skills. It is proved that one unit training program is positively producing unit change in investigatory skills program that is 0.542 while the t-test result proving controlled and minimum error term or variance in the beta values. That's why the findings of the t-test is 6.032. This finding is above the standard value of the rule of thumb which value 2.00 on the basis of this research result, it is proved that training programs are additively increasing the value of the investigatory skills programs.

R square showing the variability in the dependent variable investigatory skills program. It is proved that training activities of FIA Peshawar region is proving 58.3 percent variation in the dependent variable investigatory skills. The value of F-test proved as 12.174 which is showing the model fitness and therefore it is proved that 12.174 is above the standard value of rule of thumb that is 4.00. Both tests are proved on 0.01 level of significance. This means that investigator skills program influences through training program. These programs are decided centralized and approved by the head office in Islamabad. The conclusive thoughts found as training activities or training programs promote employees' investigatory skills programs. The proposed research hypothesis proved acceptable that is **H1**: Training influence employees' investigatory skills of the employees Federal Investigation Agency Peshawar Regional HQ:

Table 3: Regression Test

Variable	Beta value	T-test	R Square	F-test	Significant
Investigatory Skills	0.342	7.432	0.423	4.322	0.000
Investigatory Skills	0.634	3.022	0.223	8.134	0.050
Investigatory Skills	0.422	10.032	0.346	5.322	0.010
Investigatory Skills	0.032	1.012	0.013	2.711	0.430

Dependent Variables:

Interrogation and legal skills

Special laws and custom knowledge

Skills of modern devices and forensic science

Analytical skills and cultivation of informants

P value* < 0.05

P value** < 0.01

Given table 5.10 explains the regression results inferred from SPSS. It is proved that one unit investigatory skills program is positively producing unit change in employees interrogation and legal skills that is 0.342 while the t-test result proving controlled and minimum error term or variance in the beta values. That's why the findings of the t-test is 7.432. This finding is above the standard value of the rule of thumb which value 2.00 on the basis of this research result. It is proved that training programs are additively increase the value of the investigatory skills programs. R square is showing the variability in the dependent variable investigatory skills program. It is proved that training activities of FIA Peshawar Regional HQ: is proving 42.3 percent and level of significance is 000 proved 100 percent confidence level. The second variable employees' special laws and custom knowledge proved that one unit investigatory skills program is positively producing unit change in employees' special laws and custom knowledge that is 0.634 while the t-test result proving controlled and minimum error term or variance in the beta values. That's why the findings of the t-test is 3.022. This finding is above the standard value of the rule of thumb which value 2.00 on the basis of this research result. It is proved that training programs are additively increasing the value of the investigatory skills programs. R square is showing the variability in the dependent variable investigatory skills program. It is proved that training activities of FIA Peshawar Regional HQ: is proving 22.3 percent and level of significance is 0.050 proved 95 percent confidence level.

The third variable employees' skills of modern devices and forensic science proved that one unit investigatory skills program is positively producing unit change in employees' skills of modern devices and forensic science that is 0.422 while the t-test result proving controlled and minimum error term or variance in the beta values. That's why the findings of the t-test is 10.032. This finding is above the standard value of the rule of thumb which value 2.00 on the basis of this research result. It is proved that training programs are additively increasing the value of the investigatory skills programs. R square is showing the variability in the dependent variable investigatory skills program. It is proved that training activities of FIA Peshawar Regional HQ: is proving 34.6 percent and level of significance is 0.010 proved 99 percent confidence level. The fourth variable employees' analytical skills and cultivation of informants proved that one unit investigatory skills program is positively producing unit change in employees' analytical skills and cultivation of informants that is 0.032 while the t-test result proving controlled and minimum error term or variance in the beta values. That's why the findings of the t-test is 1.012. This finding is below the standard value of the rule of thumb which value 2.00 on the basis of this research result. It is proved that training programs are additively increasing the value of the investigatory skills programs. R square is showing the variability in the dependent variable investigatory skills program. It is proved that training activities of FIA Peshawar Regional HQ: is proving 1.3 percent found very low and level of significance is 0.430 proved 67 percent confidence level which proved for rejection. The empirical results proved the acceptability of the first three variable hypotheses and rejection of the last hypothesis. These mean that FIA is deploying different training programs that are trying to effectively work for the investigatory purposes and influence the progress in positive forms. Thus the impact of these employees training program effectively influences

progress and working abilities. The following hypotheses are accepted **H2**: Investigatory skills improve interrogation and legal skills of the employees of the Federal Investigation Agency Peshawar Regional HQ.

H3: Investigatory skills improve special laws and custom knowledge of the employees of the Federal Investigation Agency Peshawar Regional HQ. **H4**: Investigatory skills improve skills of modern devices and forensic science of the employees of the Federal Investigation Agency Peshawar Regional HQ. Rejected hypothesis is **H5**: Investigatory skills improve analytical skills and cultivation of informants of the employees of the Federal Investigation Agency Peshawar Regional HQ.

Discussion and Conclusion

Discussion of the Research

The research findings proved empirically that investigatory objective of FIA are strengthening from time to time through adaptation of different working abilities. The impact of investigatory skills of the Investigation Officer requires to get improved as the skills of the employees are playing very important role. These employees' skills are required from soft side to hard. Soft investigatory skills are related to the employees' discussion based where employees' interrogation and legal skills, special laws and custom knowledge, skills of modern devices and forensic science, analytical skills and cultivation of informants are judged through discussion. While the hard or tough initiatives in this connection are remand basis to enquire the desired objective which are demanded or faced by the Investigation Officer. This research study examined soft side of the investigation process where employees' interrogation and legal skills, special laws and custom knowledge, skills of modern devices and forensic science, analytical skills and cultivation of informants are considered the part of investigatory skills programs. The research study proved that the impact of employees' training programs positively influence the productivity of the employees' investigatory skills program. Employees' investigatory skills are further improving productiveness that inducing positive impact on the progress of the FIA Investigation Officer. The research work found compatible with the research work of (Irene, 2009; Armstrong, 2010; Shah, R., S. M. Goldstein. 2006; Silvestro, R., S. Cross. 2000; Isyaku 2000; Ajibade, (1993) Adeniyi, (1995) and Arikewuyo 1999; Gibson, C. B., & Birkinshaw, J. (2004; Gilson, L., & Shalley, C. (2004; Gong, Y., Huang, J.-C., & Farh, J.-L. (2009).

Conclusion of the Study

Primary data sources based research proved the impact of employees' skills development activities through training programs. The impact of training proved positive on the Investigation Officers that impose positive changes on the investigatory skills which positively influence investigatory skills in form of employees' interrogation and legal skills, special laws and custom knowledge, skills of modern devices and forensic science, analytical skills and cultivation of informants. Thus research study empirically proved that FIA needs to bring into action the role of training program which supportively increase the activeness of investigatory skills.

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