

AN ANALYSIS OF THE IMPACTS OF TRAINING AND DEVELOPMENT ON THE PERFORMANCE OF FEMALE EMPLOYEES OF AKKRAIPATTUBASE HOSPITAL IN SRI LANKA

AH.Nihal Hassan

*Human Resource Manager, Apex Med Pharmaceutical Distributor, Master Road, Akkaraipattu 06, Sri Lanka
nihalhassan33@gmail.com*

S. Nisthar,

*Visiting Academic, South Eastern University of Sri Lanka, Oluvil, Sri Lanka
nisfi2014@gmail.com*

AAM. Nufile

*Senior Lecturer in Economics, Dept. of Economics and Statistics, Faculty of Arts and Culture, South Eastern University of Sri Lanka, Oluvil, Sri Lanka
nufile68seu.ac.lk*

Abstract

This study aims to find out the impacts of training and development on the performance of female employees with special reference to Base Hospital Akkaraipattu located in Sri Lanka by using quantitative method. The tools used to achieve the objective of this study are the regression analysis. The data have been collected by using the structured questionnaire design with five Likert-Scale from 80 female employees. All the data collected have been analyzed by using IBM SPSS Statistics v.20. On the Job Training, Training Design, Training duration, and Trainer Skills are the independent variables used in this study. Employee Performance is the dependent variable. It is found that all the independent variables are positively connected with the dependent variable. Therefore, all the independent variables have a direct impact on the Employee performance. It is concluded that the factor such as On Job Trainings is having the highest influencing factor on the performance of employee.

Keywords: Training, Development, Employee, Performance, Regression Analysis

01. Introduction

The purpose of this research is to identify 'Impact of Training and Development on Worker Performance "Special Reference to Women Employees Work-in Hospital in Akkaraipattu. This data will be collected through questionnaire distributed to female workers to identify whether training and development for employees exists and the impact on the performance of employees. The Hospital was selected because it forms a significant portion of the economy, which contributes most important position of the Akkaraipattu. This research considers about the Hospital in Akkaraipattu. Such as Akkaraipattu Base Hospital

Base Hospital Akkaraipattu is situated in the midpoint of the South East costal region in Ampara and provides health care for around 2.5 Million people in the region. The Hospital requires employees with specialist skills, the need therefore to identify the role training and development will play in improving these skills. Hospital is a healthcare institution

providing patient treatment by specialized staff and equipment. Hospitals are usually funded by the public sector, by health organizations (for profit or nonprofit), health insurance companies, or charities, including direct charitable donations. Historically, hospitals were often founded and funded by religious orders or charitable individuals and leaders.

Today, hospitals are largely staffed by professional physicians, surgeons, and nurses, whereas in the past, this work was usually performed by the founding religious orders or by volunteers. The services rendered in Akkaraipattu Base Hospital are (1) accommodation and meals at the standard ward care, (2) nursing services, when provided by the hospital, (3) laboratory, X-ray and diagnostic procedures, and interpretation, (4) drugs prescribed by a physician and administered in the hospital, (5) use of the operating room, case room, and anesthetic facilities required for diagnosis and treatment, including necessary equipment and supplies, (6) radiotherapy treatment, occupational therapy, and physiotherapy when provided by an insured facility, and (7) detoxification services in an approved health facility.

In today's world human resource have played a significant role in the economic development in most developed countries. There is a need in every organization to enhance the job performance of the employees. The implementation of training and development are one of the major steps that most organization needs to enhance employee performance. With organization having better trained and developed employees organizations are able to avoid wasteful spending and improved performance. And also every government or private organization to give a systematic training and career development programs for their employees (Keith, 1992).

This is because it is the people who make up the organization. Thus, every top of people in any organization cannot be successful until his team members are well equipped with skill, talent and knowledge. Training refers to a methodical process of gaining the improvement in knowledge, skills, attitudes, abilities, and the right behavioural pattern so as to fulfill the job requirement (Gomez, et. al.2007). The training helps the employees perform their current jobs or helps fulfill the requirements of current performance by focusing on the specific knowledge, skills, and the correct attitudinal changes required for the present need in their jobs. However, the benefits of trainings can help throughout the career of an individual and further help improve that individual for future duties and responsibilities.

Nowadays current educational systems, do not necessarily impact specific knowledge for specific job positions in organizations. As a result of this the labor force comprises of few people with the right skills, knowledge and competencies needed for position in the job market, there is therefore the need for extensive external training for human resource to able to improve and also contribute to the productivity of organizations. Training can be defined as a planned process to change attitudes, knowledge or skills and behavior through a range of activities to achieve effective performance. When this training is in the work situation, it develops the employee to satisfy current or future needs of the organization (Beard well, et al 2004). And also training is the process of providing employees with specific skills or helping those correct deficiencies in the performance (Amir, 2013).

It is generally accepted that methods of training can usually be separated into two categories: on-the-job, and, off-the-job. On-the-job training is implemented at the trainee's workplace, while off-the-job training is conducted away from the trainee's workplace and takes them outside of their work environment (Mullins, 2005). Training can be used as a change agent, to change the culture of an organization. It is also a tool to improve organizational effectiveness, especially in fiercely competitive markets. As for development, Gansbergue (2003) uses the definition in the glossary of HRM & HRD "a long-term process designed to enhance potential and effectiveness. It is also defined as the growth or realization of a person's ability, through learning, often from planned study and experience (Mousa, 2012).

Development can encompass a wide range of activities, including coaching and more formal educational commitments and experiences, and is generally used to encompass a wider scope than training which may, in fact, be included in the

concept of development (Chartered Institute of Personnel and Development (CIPD, 2007). So Development is a learning activity that is designed for future impact, for a role or job one will do in the future. Employee Performance means employee productivity and output as a result of employee training and development; it will ultimately affect the organizational effectiveness. There is a need in every organization to enhance the job performance of the employees. The implementation of training and development are one of the major steps that most companies need to enhance employee performance. With organization having better trained and developed employee's organizations are able to avoid wasteful spending and improved performance (Mousa, 2012).

At present, the employees of business entities are demanding more and more for a change, choice, flexibility, and variety at their working environment. The goodwill of the business organizations is highly valued due to the increase in the better trained employees and also employees trained properly are highly motivated and have a sense of responsibility as captivating the organization as their own (Khalifa, 2000). In today's dynamic environment the stipulate for professional and highly skillful workforce are necessary for every organization to perform well in this environment. The employees need to be trained and the development of an employee to be highly skilled is essential (ILO, 2010).

This research study describes the impact of Training and Development on Employee Performance – the special consider in female working at base Hospital in Akkaraipattu. The study is based on primary data collection. Thus data will be collected through the self-designed questionnaires has been used by me for data collection, to identify whether training and development to effect the performance of female employees working at base Hospitals in Akkaraipattu.

02. Objective of the Study

To find out the impacts of training and development on the performance of females' employees with special reference to Akkaraipattu Base Hospital located in Sri Lanka.

03. Literature Review

Training is a planned and organized process which develops a person's ability to perform a function in order to achieve a goal. In this definition, training is synonymous with education. Both training and education are processes whereby learning experiences are planned which will develop specific knowledge, skills, and attitudes in the learner. From this definition, the main components of training can be identified. Training is planned and organized. This description suggests that some time and effort have gone into thinking about the needs for training and that the objectives, methods, and desired results of the training have been identified. These efforts must then be translated into a written plan or blueprint for action. Organizing the trainees, the staff, the facilities, and the other resources is an essential part of implementing the plan (Aidah, 2012).

Training is a process. This statement implies a series of activities or operations designed to accomplish a specific change or result. The length of this process will depend upon the result desired. Training generally continues over an extended period. Training develops ability. In other words, training builds knowledge, skills, and attitudes. All three qualities are essential if a person is to accomplish something. Knowing how to do something, having the skill to do it, and also having the willingness, desire, and freedom to do it are three absolute requirements if a person is to perform well (Olaf, 2009). Training contributes to goal attainment. Training permits program objectives to be achieved. The desired result is that trainees shall learn certain patterns of behavior in order to perform a job effectively. The implication is that specific objectives and specific performances of the job will have been clearly identified so that training can be planned and implemented toward these ends. The training, however, must be carried out at several levels to insure that the aides will

be used effectively. In addition to the health aides, their supervisors, their trainers, and members of the agency's administrative staff will need training (Olaf, 2009).

Training refers to bridging the gap between the current performance and the standard desired performance (Amir, 2013). Training could be given through different methods such as on the coaching and mentoring, peers' cooperation and participation by the subordinates. This type of team work is helpful for the employees of the business entities so as to take part actively at their works and results in better performance and thereby improving the performance of business entities. The training programs not only improves the performance of employees but is instrumental for a business organization to utilize the best use of their current human resources and also it leads to gain a competitive advantage at their products. Further, the training designed for the employees improves the capabilities of the employees and polish their thinking power and ability so as to make timely better decision in more productive efficient manner (Decouza, 2006).

For a training program to be successful there is the need for the organization to identify the training needs of the organization. The organization can measure if the training has been successful or not if the trainees do not learn what they are supposed to learn, thus do not perform better than they used to. However, if trainees return empty from the course designed for them without any substantial contribution, it could also mean that even though the organization might have done all that is necessary to ensure a successful training program, the wrong candidates might have been selected for the training program (Meleina, 2006).

Learning takes place when the behavior of people changes based on the results from experiences (McGhee et al, 1996). Thus one can examine if learning has effectively taken place by comparing individual's behavior before on specific jobs and tasks to after experiences on jobs and task. It can, therefore be concluded that there is no learning if there is no evident behavioral change. Since training is generally intended to provide learning experiences that will help employees attain more skills and knowledge, it must follow the learning principle.

Training thus can be defined as a learning experience which creates a permanent change in the skills, knowledge, and attitude of individuals on a currently held job and also enables employees to gain knowledge which they can transfer to other job areas. Employee training has been a matter of concern and attention by any business field nowadays. Organizations realize that employee training is an essential element to increase efficiency of job performance and keep their business running, as competition are getting more intense (UN, 2013).

04. Methodology

The base Hospital Akkaraipattu is selected to conduct the research. It consists of 424 employees and they are considered as the population for this study. The sample has been selected from 5 departments of in the base Hospital. Sample has been selected from each department through the random sampling to conduct the study. Final sample size is 80 employees.

Table 4.1

Job level	Number of elements	Disproportionate sampling
Management Assistant	14	5
Development officer	9	5

Midwife	18	12
Nurses	94	38
Health Assistant	40	20
Total	175	80

The most inner layer of the research onion is the data collection and data analysis. These collected data should analyze properly to answer the research problem. There are two types of data for any kind of research or study. They are primary data and secondary data. Primary data refers to the data collected directly from the respondents which is under investigation to meet the specific objectives of the research (Saunders, et al. 2007). A questionnaire, a data collection technique, which each of the respondent is probed to answer to a same set of questions in a predetermined sequence (Saunders et al, 2007). The questionnaire will help to gather factual information in order to classify people and their circumstances. The questionnaire is used to cover the general information of the sample and to cover independent variables of this research.

“SPSS Statistics software (IBM SPSS v.20.0) will be used to analyze the gathered data. This software also proved that it is quite useful for the purpose of graphical representation of the raw data. With the help of SPSS application, different graphs based on different complex data can be drawn easily and effectively. Firstly, a SPSS database will be made according to the responses to the questions which are categorized to test the dependent variable and the 4 independent variables. Then, the respective tests can be run and the graphical representations can be illustrated with the use of that data base.

05. Data Presentation and Analysis:

05.1 Regression Analysis: Employee performance and on the job training

Table 05.1 Regression model 01 summary: employee performance and on the job training

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
01	.844 ^a	.713	.709	1.28015

a. Predictors: (Constant), JT

Table 05.2 ANOVA Table: employee performance and on the job training

Model		Sum of Squares	df	Mean Square	F	Sig.
01	Regression	317.163	1	317.163	193.536	.000 ^b
	Residual	127.825	78	1.639		
	Total	444.987	79			

a. Dependent Variable: EP

b. Predictors: (Constant), JT

Table 05.3 Coefficients Table; employee performance and on the job training

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
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		B	Std. Error	Beta		
01	(Constant)	1.855	.786		2.359	.021
	JT	.859	.062	.844	13.912	.000

a. Dependent Variable: EP

According to the table 05.1, the coefficient of correlation (r) was 0.844 which implies a high positive linear relationship, and is confirmed by its coefficient of determination (r^2) 0.713 explained a 71.3% variation. According to the tables 05.2 and 05.3, it is identified that the relationship between Employee performance and on the job training is significant at 0.000 which is less than the significance level of 5% (0.05). Accordingly, the following regression model can be estimated as follows:

$$\text{Employee performance} = 1.855 + 0.859\text{JT}$$

As per the above regression model 01, one unit of increase in the Job Trainings to the female employees in the Akkaraipattu Base Hospital leads to increase the employee performance by 0.859 units. And also, there is a positive relationship between the Job Trainings and the employee performance of the female employees.

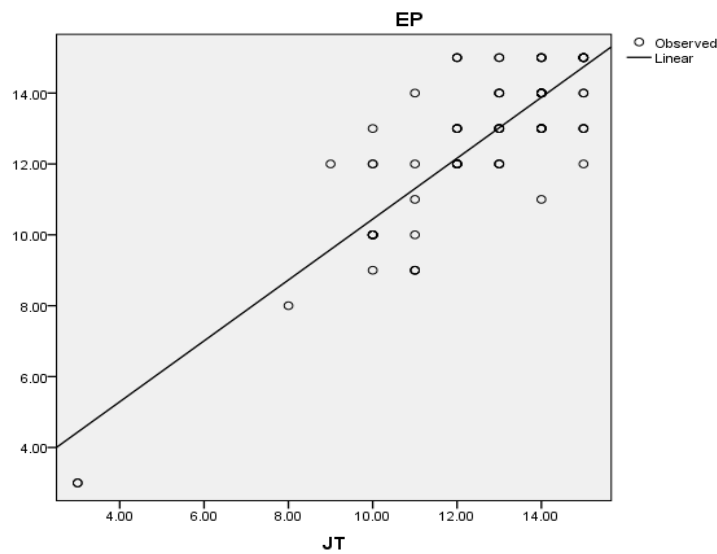


Figure 05.1 Scatter Diagram – On the job training

Also by studying the above scatter diagram it is clear that there is a positive relationship between the two variables as the line is upward. Hence, the null hypothesis of ‘there is no significant relationship between the employee performance and the job trainings is rejected and the alternative hypothesis of ‘there is a positive and significant relationship between the employee performance and the on job trainings’ is confirmed. Consequently, it can be concluded that Employee performance has a significant positive relationship with on the job x training to the female employees of the hospital

05.2 Regression Analysis: Employee performance and Training Design

Table 05.4 Regression model 02 summary: employee performance and training design

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
02	.653 ^a	.426	.419	1.80901

a. Predictors: (Constant), TD

Table 05.5 ANOVA Table; employee performance and training design

Model		Sum of Squares	df	Mean Square	F	Sig.
02	Regression	189.730	1	189.730	57.976	.000 ^b
	Residual	255.258	78	3.273		
	Total	444.987	79			

a. Dependent Variable: EP

b. Predictors: (Constant), TD

Table 05.6 Coefficients table: employee performance and training design

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
02	(Constant)	4.611	1.070		4.309	.000
	TD	.620	.081	.653	7.614	.000

a. Dependent Variable: EP

According to the table 05.4, the coefficient of correlation (r) is 0.653 which implies a marked degree of linear relationship, and is confirmed by its coefficient of determination of (r^2) 0.426. It explains that there is a 42.6% of variance representing the independent variable such as training design. According to the tables 05.5 and 05.6, it is identified that the relationship between Employee performance and training design is significant at 0.000 which is less than the significance level of 5% (0.05). Accordingly, the estimated model of regression model 02 is as follows:

$$\text{Employee performance} = 4.611 + 0.620\text{TD}$$

As per the above regression model 02, one unit of increase in the Training Design in the Akkaraipattu Base Hospital leads to increase the employee performance by 0.620 units. And also, there is a positive relationship between the Training Design and the employee performance of the female employees.

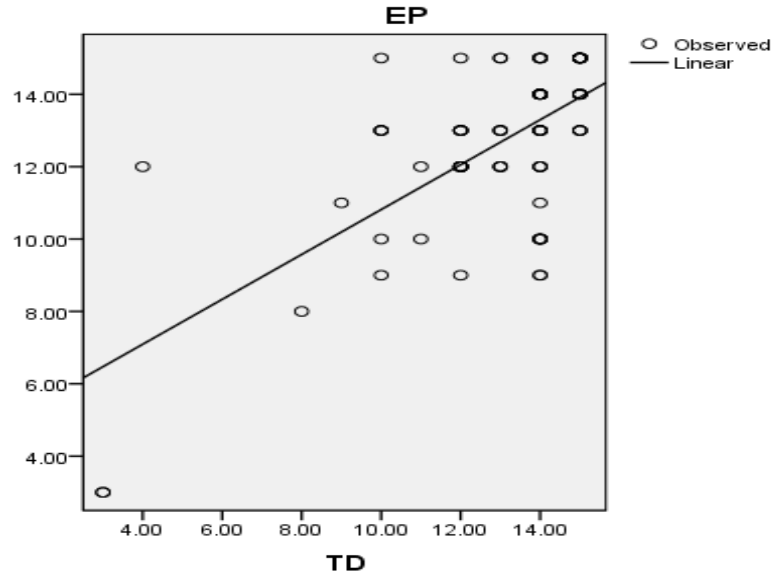


Figure 05.2 Scatter Diagram – Training Design

Also by studying the above scatter diagram it is clear that there is a positive relationship between the two variables such as the Employee performance and the Training Design as the line is upward trend. Hence the null hypothesis of ‘there is no positive and significant relationship between the Employee Performance and the Training Design is rejected and the alternative hypothesis of ‘there is a positive and significant relationship between the employee performance and the training design’ is confirmed. Consequently, it could be concluded that Employee performance has a significant positive relationship with training design.

4.3 Regression Analysis: Employee performance and Training Duration

Table 05.7 Regression model 03 summary: employee performance and training duration

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
03	.669 ^a	.447	.440	1.77589

a. Predictors: (Constant), DT

Table 05.8 ANOVA Table: employee performance and training duration

Model		Sum of Squares	df	Mean Square	F	Sig.
03	Regression	198.992	1	198.992	63.096	.000 ^b
	Residual	245.996	78	3.154		
	Total	444.987	79			

a. Dependent Variable: EP

b. Predictors: (Constant), DT

Table 05.9 Coefficients table: employee performance and training duration

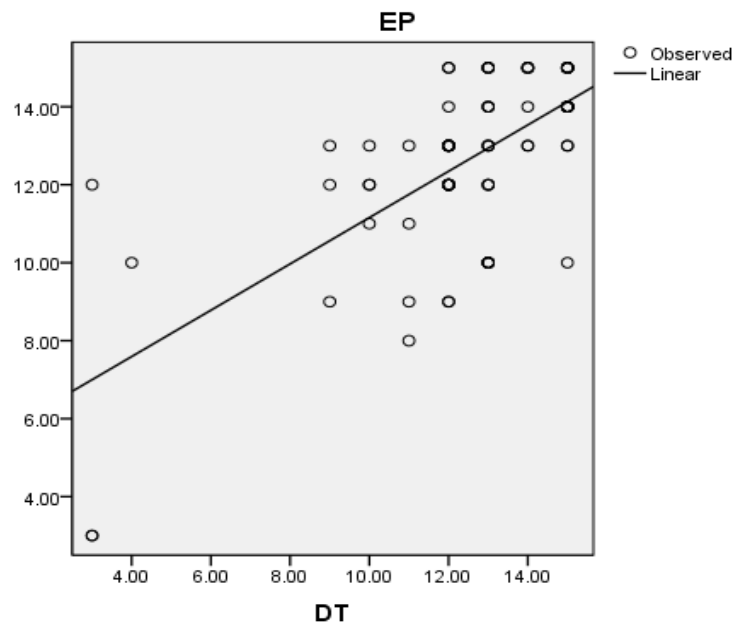
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
03	(Constant)	5.216	.952		5.479	.000
	DT	.594	.075	.669	7.943	.000

a. Dependent Variable: EP

According to the table 05.7 the coefficient of correlation (r) was 0.669 which implies a high positive linear relationship, and is confirmed by its coefficient of determination (r^2) 0.447. It explains a 44.7% variance which is represented by the sole independent variable such as the Training Duration. According to the tables 05.8 and 05.9, it is identified that the relationship between Employee performance and the training duration is significant at 0.000 which is less than in the significance level of 5% (0.05). Accordingly, the estimated model 03 is as follows:

$$\text{Employee performance} = 5.216 + 0.594DT$$

As per the above regression model 03, one unit of increase in the Training Duration allocated for the female employees



in the Akkaraipattu Base Hospital leads to increase the employee performance by 0.594 units. And also, there is a direct relationship between the Training Duration and the employee performance of the female employees in the hospital. Further, this direct relationship between the employee performance and the training duration is highly significant below 5 percent significant level. **Figure 05.3 Scatter Diagram – Training Duration**

Also by studying the above scatter diagram it is clear that there is a positive relationship between the two variables such as the employee performance and the training duration as the linear relationship between the two variables is upward trend. Hence, the null hypothesis of ‘there is no direct and significant relationship between the employee performance and the training duration’ is rejected, rather the alternative hypothesis of “there is a direct and significant relationship

between the employee performance and the training duration' is confirmed. As a result, it can be concluded that Employee performance has a significant and positive relationship with Training Duration.

05.4 Regression Analysis: Employee performance and Trainer Skills

Table 05.10 Regression model 04 summary: employee performance and trainer skills

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
04	.594 ^a	.353	.344	1.92157

a. Predictors: (Constant), TS

Table 05.11 ANOVA Table: employee performance and trainer Skills

Model		Sum of Squares	df	Mean Square	F	Sig.
04	Regression	156.978	1	156.978	42.513	.000 ^b
	Residual	288.010	78	3.692		
	Total	444.987	79			

a. Dependent Variable: EP

b. Predictors: (Constant), TS

Table 05.12 Coefficients table: employee performance and trainer Skills

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
		04	(Constant)	5.751		
	TS	.526	.081	.594	6.520	.000

a. Dependent Variable: EP

According to the table 5.10 the coefficient of correlation (*r*) is 0.594 which implies a high positive linear relationship, and is confirmed by its coefficient of determination (*r*²) 0.353. The value of *R*² explains 35.3% of variance represented by the sole independent variable such as trainer skills which is influencing the employee performance of the hospital. According to the tables 05.11 and 05.12, it is identified that the relationship between Employee performance and the trainer skills is significant at 0.000 which is less than in the significance level of 5% (0.05). On the basis of the regression result, the model 04 can be estimated as follows:

$$\text{Employee performance} = 5.751 + 0.526\text{TS}$$

As per the above regression model 04, one unit of increase in the Trainer Skills leads to increase the employee performance by 0.526 units. And also, there is a positive relationship between the Trainer Skills and the employee performance of the female employees in the hospital. Further, this direct relationship between the employee performance and the trainer skills is highly significant below 5 percent significant level.

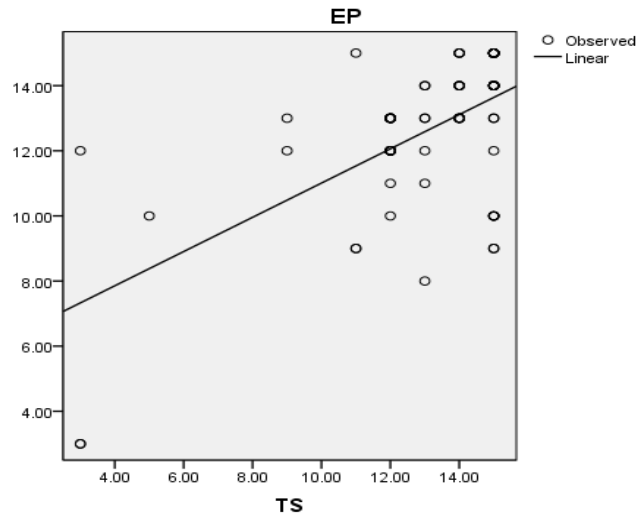


Figure 05.4 Scatter Diagram – Trainer Skills

Also by studying the above scatter diagram it is clear that there is a positive relationship between the two variables as the line is upward. Hence, the null hypothesis of ‘there is no positive and significant relationship between the employee performance and trainer skills’ is rejected and the alternative hypothesis of ‘there is a positive and significant relationship between the employee performance and the trainer skills’ is confirmed. Consequently, it can be concluded that Employee performance has a significant positive relationship with trainer skills.

06. Findings and Conclusion

One unit of increase in the On Job Trainings to the female employees leads to increase the employee performance by 0.859 units. And also, there is a positive relationship between these two variables. The null hypothesis of ‘there is no significant relationship between the employee performance and the job trainings’ is rejected. One unit of increase in the Training Design leads to increase the employee performance by 0.620 units. And also, there is a positive relationship between these two variables. the alternative hypothesis of ‘there is a positive and significant relationship between the employee performance and the training design’ is confirmed. One unit of increase leads to increase the employee performance by 0.594 units. The null hypothesis of ‘there is no direct and significant relationship between the employee performance and the training duration’ is rejected. One unit of increase in the Trainer Skills leads to increase the employee performance by 0.526 units. And also, there is a positive relationship between the Trainer Skills and the employee performance. The alternative hypothesis of ‘there is a positive and significant relationship between the employee performance and the trainer skills’ is confirmed. It can be concluded that the factor such as On Job Trainings is having the highest influencing factor on the employee performance.

07. Recommendation

The duration of training should be increased by the respective authoritative body. As a result, employees can get more opportunities to learn and get more knowledge, skill, and ability so as to perform the jobs. The department of training and development should educate the trainee about the training principles and objectives of training before or at the time of training and the department of training and development should extent or expand the training techniques such as group discussions, case study, role- playing, simulation, group exercises, distance learning, team building and workshops

rather than one method. These methods used in the training programmes helps exchange the different ideas and techniques and the contents of the trainings can be easily memorable among the employees.

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