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Training and Development Initiatives: Employee Perspectives and Performance Results

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Abstract: ***Employees have the greatest impact on customer satisfaction and the organization's overall success, warranting the firm's most excellent attention. To optimize job satisfaction and retention, employees must be given the necessary support for training and development. Employee training and development positively impact the firm's strong employee performance and its growth in efficiency, productivity, motivation, job satisfaction, innovation, and reduced employee turnover. Better training and development lead to better performance in primary industries and improved competitive advantage in global markets. Organizational leaders must promote the importance of training and development in performance outcomes and overall firm evaluation. Training programs are designed to produce several outcomes, including increased morale, enhanced security, and improved engagement. Additionally, employee performance must be assessed using a more comprehensive set of criteria including individual, organizational, and motivational factors, skills, abilities, and role perceptions.***
The study shows that employees must receive proper training and development programs to remain loyal and remain innovative in the long run. As organizations align training programs to the company's objectives and the employees' goals, a culture of learning and excellence will emerge. The study stresses that training must not be seen as a one-off event but as a continuous strategic cost that benefits the employees and the organization as a whole.
Keywords: Training, Development, Employee, Performance, Motivation and Job Satisfaction

I. INTRODUCTION

Currently, training and development are part of human resource management in order to boost employees' abilities, effectiveness, and ultimately that of the organization. Employee training, in this regard, has to be ongoing as the organizational world is rapidly changing in terms of technology, the customers, and the market. Training teaches employees the knowledge and skills to perform a certain task. On the other hand, development is geared towards preparing employees for higher positions and long-term career advancement.

The training and development of employees are supposed to bridge the gap in performance. Employees can refine their technical skills and critical thinking through training programs such as workshops, seminars, personalized learning, and job shadowing. These programs are designed to help employees keep pace with organizational changes, new tools, and techniques. Company training programs also focus on the improvement of soft skills such as communication, teamwork, and leadership in order to boost productivity.

Receiving Training and Development Opportunities – An overview – Company Training and Development. For employees, training and development present an opportunity for individual and professional growth. Training programs that are well-designed positively affect an employee's morale, work satisfaction and loyalty towards the company. Such employees will stay longer and have less turnover, and even feel that their organization is investing in their development and will feel much motivated. An organization will have effective training, and as a result, increase productivity, quality, accuracy and customer service which will increase the organization's competitiveness.

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Training and development are driving performance in the organization as well as in the employees at the same time and creating development opportunities for employees while organizations are improving their performance, innovation and sustainability.

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II. OBJECTIVES

1) To understand employees' perspectives regarding the training and development programs provided by their organization and the impact of training initiatives on employee performance and productivity.
2) To analyze whether training enhances job satisfaction, motivation, retention, and the challenges employees face in training programs.

III. REVIEW OF LITERATURE

The KRG strategy prioritizes expanding the tourism sector and diversifying the economy as a means to decrease tourism's energy dependence. This research aims to analyze the tourism industry in the Kurdistan Region and explore the motivational and satisfaction- related factors affecting visits. The research identifies sector challenges to aid the KRG in formulation national tourism promotion policies. A quantitative method was employed in the study with a survey of139 participants. The study findings gave a positive outlook for the tourism sector due to local hospitality, natural beauty, cultural and historical sites, and affordable prices. Other the other hand, entertainment, infrastructure, and environmental noise, and quality, were gaps tourism overshadowed. KRG is likely to opened positively managed commerce the the sector. [Abdullah NN. 2018]

The purpose of this project is to analyze what impacts training employees within the telecommunication industry in Bangladesh is expected to produce in terms of job performance of employees. It the project involves gathering primary data primarily through the usage of questionnaires to 100 employees of the 6 telecommunication companies in the country. A theoretical framework has been done to analyze the relationship of training to the employee performance while including variables of mediation. The present case deals with; Training (Independent Variable); Job Knowledge, Skill, Positive Attitude (Intervening Variables) and Employee Performance (Dependent Variable). There are positive and significant results showing the correlation of training and employee performance. There are increased performances due to training imparted to employees within the telecommunications industry through increased positive attitudes and job skills. [Afsana, F. Afrin, 2016]

Training is very important to improve employee performance across the board, especially for employees who are the first point of contact for students, as is the case at Central Michigan University (CMU). This research examines the effects of training on academic advisors using personal interviews supplemented with online surveys geared to professional and administrative employees who are in advising positions. The research shows that training has a positive effect on the performance of these employees; however, it has come to the attention of the researchers that there are disparities due to the limited training some employees receive, the inconsistency in training some employees receive, the lack of diversity/training in a specific skill, insufficient trainers, poor trainer-employee match as well as unavailability of trainers, and inadequate resources for training to improve knowledge about policies.The outcomes of this study emphasize the importance of needs assessment, collecting evaluation of training results, fair training, and adequate resource allocation for policy awareness for employees to reduce the problem of the employees' lack of policy awareness. [Aljhany, F. Hmdan, 2020]

The chapter surveys the concept of mobile training and especially mobile training of employees in the corporate world. The research employed an online questionnaire and some semi-structured interviews. The respondents were invited to elaborate and share their perspectives of mobile training.

Younger learners showed a higher propensity for adopting m-learning than older learners. The younger learners in this sample appeared to embrace a variety of mobile technologies to m-learn across settings (workplace and non-workplace) and technologies. The study also captured several contextual constraints like the perceived relevance and simplicity of the m-learning technologies, style and motivation, time and location, m-learning technologies. The contribution presents a number of pathways for future research on m-learning technologies in the context of business and training organizations. [Butler, M., et al., 2021]

Employees play a critical role in service quality provision and the retention of satisfied and loyal customers. Work engagement, as a behavior of employees, has gained attention from industry and academia in the fields of business, human resource development, and organizational psychology. The attention has gained impetus from the assumption that employee engagement positively affects the organizational outcomes. On the contrary, Training and Development (T&D) practices are seen to foster the employee engagement in their work context. The present study aimed to ascertain the degree of employee work engagement.

In the study, variables were even perceived employee training and employee development. Proposed and validated were the training opportunities conceptual model and the employee engagement predictive survey banking employees from Greece. Study results confirmed that employees\' perceived work engagement and training were positive correlated. Therefore, the engagement work of employees in banks is recommended to be invested in training and development, to serve bank clients in their needs and to obtain a competitive advantage. Work of employees needs to be engaged to serve clients competitive advantage. [C. Maria, et. al. 2016]

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Given that the NCS serves as a primary entity for the enforcement of trade regulations and the promotion of the Nigerian economy through the protection of international trade borders, the productivity of the NCS is a key player in the functioning of the entire economy of the country. However, there has been a drop of the NCS's productivity in the years 2015-2019, and consequently an increase in the challenges of performing and conducting business transactions. The primary cause of productivity of the NCS is poor recruitment, training and the development of the personnel. The current study sought to address the challenges surrounding the NCS personnel recruitment, training and development, using a mixed method of research design. The target population for the study was 7347 NCS personnel and using the Krejcie and Morgan sampling formula, a sample of 383 respondents was selected for the research. The researcher employed stratified random sampling technique to select the respondents from the NCS Abuja and Lagos command units for the various levels of management. Using questionnaires and interviews to collect primary data, the researcher managed to achieve an 87.7% response rate, and afterward, the data was analyzed by the use of both descriptive statistics and inferential statistics. The findings of the study established that there is a positive, weak and significant relationship between recruitment ($R2 = 0.054$; $\beta= 0.189$; $t= 4.385$, $p< 0.05$) and training and development ($R2 = 0.100$; $\beta= 0.269$; $t= 6.086$; $p< 0.05$) of the employees of the NCS and productivity of the employees. The study, therefore, concludes that there is a weak effect of human resource management practices on the productivity of the NCS. The study therefore recommends that the leadership of NCS employees should consider formulating and implementing strategic human resource management practices that will enable them to identify, and address training needs, and consequently design appropriate training to improve service delivery. [Dan, I. .et.al,2020]

Three studies examined the relationship between employees' perception of supervisor support (PSS) and perceived organizational support (POS) and employee turnover. Taking into account the PSS results, the very first study consisting of 314 employees from various fields confirmed that PSS positively correlates to the temporal change in POS, indicating that PSS generates POS. Research 2 confirmed that in the case of 300 employee retail sales, the level of supervisor position in the company influenced the PSS-POS relationship. In study 3, among 493 retail sales employees, Ill Posi-tive concluded that out of PSS employees turnover there was relational evidence supportive of the case that POS fully mediated on of , the view e 3 was executed. That evidence warrants the final case. These show that organizational identification of supervisors, at least to an extent, fosters POS, and consequently keeps employees engaged. [Eisenberger, R.et al.2002]

This compilation of document presents an extensive literature review that examines the effect of employee training and development on the efficiency and effectiveness of the organization. It covers a diverse range of works performed in different contexts, industries, and organizational frameworks. The document presents the theoretical explanations regarding the potential link between the training and development of employees and the efficiency and effectiveness of the organization. The focus is on several aspects of training and development, such as training approaches, training materials, and training methods.The factors impacting the effectiveness of training and development, management involvement, worker enthusiasm, and assessments of a training program, are all discussed in the paper. All in all, the conclusions of the review indicate that the training and development of personnel positively impacts the efficiency and effectiveness of the organization and that organizations should allocate resources to these activities to realize enhanced improvements in their performance and competitive edge. The review's conclusions are used to explain the implications in the paper, while also detailing the most prominent future research gaps. [Fegade, T. & Sharma, P. (2023)]

This research focused on answering the questions sought from the demographic details, training gaps, and expected options of performance improvement from the health care employees in the major public health facilities, Saint Lucia. Using the Hennessy Hicks Training Needs Analysis Questionnaire, a 30-item instrument was used focusing on 6 areas which are: research/audit, communication/teamwork, clinical, administrative, managerial/supervisory, and continuing professional education. Out of 208 questionnaires, a response rate of was 66.8%, mainly from the nursing profession. Results showed that continuing professional education was recognized as the highest priority need, and the second was research/audit. There was a great percentage of respondents who stated that they needed more training on communication, management, clinical, and research training, emphasizing the concern for focused training on developing countries, the methodologies and approaches would be useful for countries with similar health care systems as Saint Lucia has. [Gaspard, C.M. Yang. 2016]

This study was focused on the effect that training has on employee performance in relation to a training needs assessment, resource accessibility for training, and employee attitudes about training. The findings suggest that training needs assessment and training resource accessibility are strong predictors of employee performance. Nonetheless, employees' attitudes toward training are not the primary factors affecting employee productivity. The Human Resources Management section of the Tigray Regional Education Bureau Employee training should be directed at designing training programs that are likely to enhance employee performance. More attention should be given to the accessibility of training resources and their administration. \cite{Giday, D. G., & Elantheraiyan, P. (2023)}.

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The aim of the study was to examine the impact of the training and development on the employee's performance at Namibia Defence Force (NDF) in Okahandja. In spite of the efforts in training conduct to achieve the mission of the NDF, the employee's performance was affected due to the training difficulties that NDF experienced within the budget constraints of the past two years, which led to the suspension of the majority of the training programs. Consistent with the contemporary peace civil professional, training enhancement is needed within the NDF. Out of 500, 100 employees were surveyed descriptively. The correlation demonstrated the interrelationship of training, development, and employee performance in a positive manner. Additionally, the employee performance was shown to improve the collaborativeness of NDF employees with other departments of the Government of the Country. The NDF was recommended to allocate a portion of its budget, and to stop implementing training development programs as an irrational budget cut, to maintain funding to training and development programs. [Zemburuka, F. Dangarembizi, 2020].

As outlined in the proposal, this study set out to examine the effects of strategic employee training offered to the employees of public sector organizations in particular the Kenya Copyright Board (KECOBO). Out of the 42 staff officers at KECOBO, 36 staff members comprised of both managerial and non-managerial positions completed the self-administered questionnaires designed using the descriptive survey research design to cover the entire population of the study. Primary data for this study were obtained from self-administered questionnaires that had been tested. High measurement reliability and construct validity such as the one imbued in the research instrument is desirable. For the cross-tabulation and variance analysis used in ascertaining whether the sampled responses differed, the SPSS 22 is the most appropriate tool for such statistical analysis. But the training provided at KECOBO is employee organization directed. Employees were equipped with critical skills that enhanced training focus, competency, and demand to drive training efficiency and accountability during the execution of their tasks. Training the employees and the organization concludes research work in this field to be the enhancement of the employees working commitment, productivity and teamwork to a higher extent. [K.G. Arucy, D. Juma,2018].

For companies, having educated, trained, and skillful employees is the greatest competitive advantage. For this reason, educated employees and trained employees outperform competitors. Specifically, large-scale multinational companies use organised, trafficable approaches to implementing education and training systems. This study investigates the effects of education and training systems on employees of a large Food Company in China, and the moderating effects of managers' work attitudes on training systems. This is the first empirical study demonstrating the effects of education and training on the work-related behaviour of employees. Among the training offered to employees, training in management is the self-development course. Furthermore, training supervisors to make attitudes towards managerial, both during and afterwards, training significantly and positively moderated work-related behaviours overall, of employees educated and trained. [Liang, H. et. al. 2013]

The enhancement of employee competencies and in turn augmenting the performance of the organization is the essence of training. The achievement of training depends on two outcomes: the transfer of training and the subsequent sharing of knowledge within the organization. A study on 541 employees partaking in workplace training in the past two years, both training transfer and knowledge sharing were found to significantly impact individual outcomes at work. The research concluded that motivation and volition were mediating factors and that support from peer and supervisor was needed antecedent for both training transfer and knowledge sharing. Another study focused even more on social support and examined knowledge networks as they evolved through training. Qualitative interviewing of 51 participants showed that people mainly formed new ties in the organization for which they worked, thus implying that network expansion followed successful transfer of training. [Mehner, et. al. L2024].

Teaching is a fundamental building block of all professions in society. As a profession within society, it is perceived to be more valuable than partner professions. At the University of Botswana (UB), a study investigated the extent to which UB teacher trainees hold this profession to be valuable, and the extent to which this self-perception shaped their attitudes toward their profession and their training program. Due to the fact that female trainees hold teaching as a profession more perceptually than their male counterparts, a survey of 73 teacher trainees who completed 54 Likert-type validated questions showed this was to negatively influence their motivation, attitudes toward, and value of the teacher training program (TTP), as well as perceived its effectiveness. Teaching as a profession and the willingness to teach in positively correlates more strongly toward the attitudes and value placed in teaching as a profession a 'women's job' (e.g. stereotype). Recommendations to increase the perception of teaching as a valued profession to positively influence trainees' attitudes toward their training were made, and the need to study its outcomes was suggested[Nenty, S. Moyo, F. Phuti.,2015].

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This research studies the effects of training and development such as implementation of transfer of training (TPT) and Development Training (DPT) systems on the organizational performance for the banking industry in the United Republic of Tanzania with a special focus on the National Bank of Commerce in Mwanza City: (a) To identify the training needs analysis (TNA) methodology employed in the National bank of Commerce (NBC) Bank; (b) To identify and describe the organizational training and development practices and procedures; (c) To measure and describe the training and development implementation for the employees; and (d) To assess and describe the impact on employees and the organizational performance on the implementation of TPD programs (2019) and (D) The Study Surveyed a sample of seventy-five employees and three branches of NBC Bank for the purpose of putting each of one of the seventy-five employees of three branches of National Bank of Commerce of Mwanza City, Tanzania. The bank conducts TNA in the milieu of T&D where T&D is delivered, and the employees under T&D programs, T&D programs focus mainly on on-the-job training 'OJT, and off-the-job training' (OBT) is for management,[E-Kinisa, R. Gipson (2019)].

Many nations have adopted various types of performance management systems over the years. As other nations, the government of Botswana in 1999 decided to incorporate a performance management system (PMS) to the entire public sector, schools included. The government communicated the reason this reform was being carried out. Elementary school principals, deputy principals, and house heads in 22 of the 27 schools were asked, using a grounded theory methodology, concerning the perceptions of the senior management teams relative to their implementation of the senior secondary schools of Botswana. These senior team members oversee the school implementation of the PMS. This paper addresses the perceptions of the participants with respect to the anticipated advantages of the PMS within the senior secondary schools. [P. Bulawa, 2012]

IV. RESEARCH METHODOLOGY

Sufficient secondary research with a descriptive and analytical design approach has been done in this research on the influence of training and development on employee performance. The research aims to position the methodology in the respect of greater synthesis of existing empirical work and contemporaneous theory with sectoral specific analysis within the peer reviewed documents, industry publications, and academic articles. Secondary data- the research journals, books, organizational documents, training materials, case study research articles, and published dissertations.

Secondary data has been gathered using the methods of documentary analysis and literature review.Statistical reports, articles, and case studies were reviewed, analyzed, and examined to gain insights into the programs' effectiveness in training and development. The information obtained was first separated, and then organized under such headings as training type, employee feedback, performance results, and organization outcomes. The collected data were analyzed in the context of the existing theory using qualitative methods. Employee feedback data were analyzed in a descriptive manner in order to clarify the ETD phenomenon. The ETD effectiveness new and different patterns, relationships and conditions were analyzed. The primary aim of this research is to examine the influence of training and development in improving employee performance and overall organizational effectiveness in various sectors. The data is secondary and this phenomenon is analyzed in different organizations, case studies, offering a wider vision than a single organization.

V. ANALYSIS AND DISCUSSIONS

The collection of literature underwent a consolidated meta-analysis, revealing a strong, consistent, and unquestionable empirical consensus that human resource development training, including strategic learning systems, supervision, and performance management, positively impacts multiple sectors and geographic locations on employee performance, organizational effectiveness, employee engagement, and service delivery. Telecommunications, Defense, and Banking (Bangladesh, Greece, Tanzania), Public service (Kenya, Nigeria, Botswana), Education (USA, Ethiopia, Botswana), healthcare (Saint Lucia), and Multinational Corporations (China) all positively attest to training enhancing job knowledge, skills, positive attitudes, work motivation, productivity, teamwork, and work commitment. Effect sizes were reported to be moderate to strong depending on support systems. Research also demonstrates that training outcomes were significantly mediated and strengthened by factors such as job knowledge, positive attitude, perceived organizational and supervisory support, motivation, training transfer, knowledge sharing, and supervisory reinforcement post training. This illustrates that organizational support is critical to training effectiveness. Identified as crucial determinate factors of performance impact are needs-based training, resource availability, structured training needs assessments, and alignment to organizational goals, while training perception is insufficient on its own, as material and managerial infrastructure support are necessary to impact performance.

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Younger employees are more adaptable and generate more cost-effectiveness benefits which means that emerging digital methods like mobile learning are even more valuable when training younger staff. However, contextual factors like ease of use, time, accessibility, and integration are still crucial. On the individual level, training motivation, attitudes concerning the professional programs, and commitment to the profession for the long run are affected positively by professional identity and role perception, specifically in the case of teacher training students. On the other hand, the potential within the public sector for performance management systems to increase accountability and improve performance is known, but much depends on how commitment to the systems is expressed by the leadership and how faithfully the systems are put in place. In other than organizational contexts, the tourism study from the Kurdistan Region further demonstrates the service-quality logic of human capital by showing that destination image, hospitality, service infrastructure, and human interaction enhance satisfaction and competitiveness in the market. Taken together, the meta-synthesis of the literature confirms that training and development, systems of support, and performance management are interrelated and are, therefore, the cause of a resultant effect on the organizational level and the individual level, while the impact is consistently mitigated by the lack of funding, equitable access, infrastructure, planning, and managerial follow-through. Thus, the evidence, shows a strong need for strategic, system of performance integration, training, and support to increase productivity, efficiency, retention within organizations, and service management in both the public and private sectors to increase service delivery.

The collective evidence across multiple studies confirms that across multiple studies confirms that investing in human capital in the form of training, employee development, and positive organizational practices leads to higher employee performance and engagement across multiple organizational outcomes in multiple industries and countries. Training impacts attitudes, engagement, and productivity across various sectors. Studies from telecommunications in Bangladesh, banking in Greece and Tanzania, public sector institutions in Kenya and Nigeria, healthcare in Saint Lucia, defense forces in Namibia, and manufacturing in China. Studies Training benefits are strengthened with the availability of aligned training, sufficient resources, and continuing organizational and supervisorial support. Studies on perceived support from supervisors and the organization show that social and managerial support plays a significant mediating role. Translating training into desired outcomes retention, motivation, and performance is the support social and managerial have meditated. Regarding mobile and other forms of digitally-supported learning, studies emphasize the need to acknowledge the contextual, enabling, motivating, accessible, and usable factors of technology as well as the training opportunities and support for the covered groups. Numerous studies have demonstrated the existence of considerable potential to enhance training access and availability through the support and technology they have.

At the same time, the Kurdistan study in the tourism sector corroborates the study's inferences regarding the influence of service-related human factors on the degree of tourist satisfaction and the image of the destination, such as hospitality, treatment of the patients, and competence of the staff, confirming the argument that the capability of the workforce and the quality of service in the sector are the driving factors of the sectoral performance.

VI. CONCLUSION

Synthesized literature indicates that training and development serve as fundamental mechanisms for enhancing individual and organizational performance, irrespective of the sector and the geographical location. Practically, when training is purposefully designed, is need-based, adequately resourced, and has managerial/supervisory support, the organization benefits in terms of productivity, service quality, motivation and engagement of the staff, and overall effectiveness of the institution. Unfortunately, in most instances, the existence of structural and managerial barriers, such as lack of training policies, inequitable access to training, lack of proper evaluation of training, and financial constraints, prevent the achievement of the full potential of these benefits. The Kurdistan Region of Iraq tourism evidence further supports the argument that for sustaining competitive edge and customer satisfaction, developed human capital is as important as developed infrastructure. Overall, findings suggest that adhoc training initiatives should be left behind, integrated human resource development systems should be introduced that are evidence-based and interconnected to needs assessment, implementation, supervision, knowledge dissemination, and performance evaluation. This will result in improved organizational performance and serve the society by enhancing economic diversification, improved service delivery, and sustainable development of institutions.

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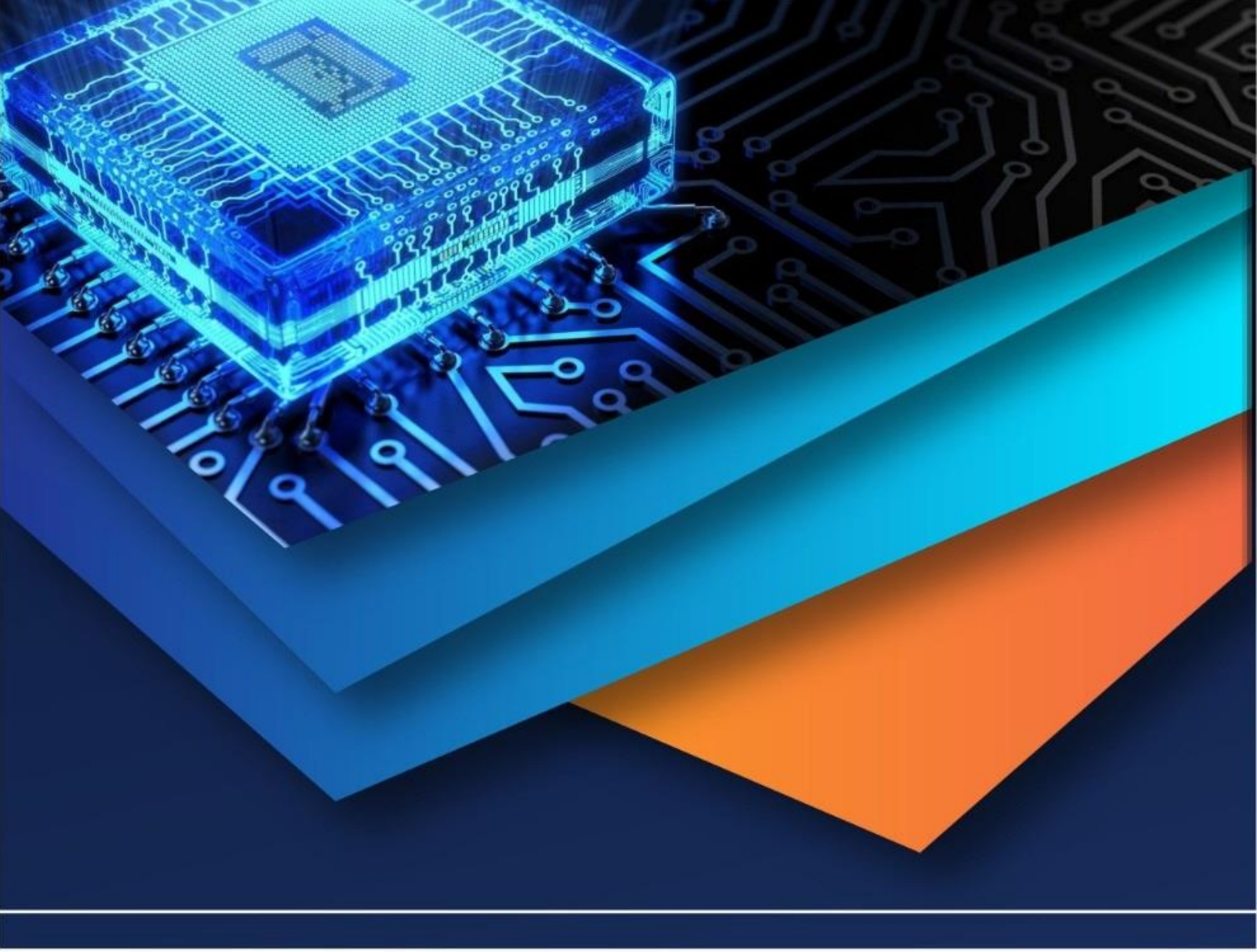
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