

A study related to the role of training and development in employee and organizational performance.

Sneha Jha¹, Lalit Sachdeva²

^{1,2}*Kalinga University, Raipur - India*

ORCID: ¹[0000-0002-4613-9783](https://orcid.org/0000-0002-4613-9783), ²[0009-0002-2214-282X](https://orcid.org/0009-0002-2214-282X)

Received: March 22, 2024.

Accepted: June 09, 2024.

Publicado: September 01, 2024.

Abstract— The topic of interest pertains to the domain of Training and Development (T&D), specifically focusing on the concept of on-the-job training. Training, training design, and delivery style are widely recognized as crucial elements in the field of organizational studies. The performance of employees has a significant influence on the financial outcomes of a firm. Most organizations utilize Training and Development (T&D) strategies to improve work performance, efficiency, effectiveness, and managerial oversight. The performance of employees has a crucial role in determining the operational efficiency and effectiveness of an organization. As a result, T&D is considered a vital component in this regard. The purpose of this study is to evaluate the effects of Training & Development on both organizational performance (OP) and employee performance. The process of data collection involved the utilization of both primary data collection methods, such as questionnaires and interviews, as well as secondary data collection methods. A total of 280 male and female employees were chosen through a random sample technique across the Delhi NCR region. Consequently, the objective of T&D is to enhance performance levels for both the individual and the organization. To uphold a superior level of staff performance and overall effectiveness, a firm must establish and sustain an ongoing T&D program. T&D can manifest in numerous diverse forms. For an organization to derive advantages from T&D, it is imperative to carefully select the form that aligns most closely with its specific objectives and aspirations. The findings indicate a positive impact of T&D on both employee performance (EP) and organizational performance. T&D play a substantial role in influencing personnel.

Keywords: training and development; performance; employee; work productivity; organizational performance; employee performance.

*Corresponding author.

Email: researchersneha@gmail.com (Sneha Jha).

Peer reviewing is a responsibility of the Universidad de Santander.

This article is under CC BY license (<https://creativecommons.org/licenses/by/4.0/>).

How to cite this article: S. Jha y L. Sachdeva, "A study related to the role of training and development in employee and organizational performance", *Aibi research, management and engineering journal*, vol. 12, no. 3, pp. 24-31 2024, doi: [10.15649/2346030X.3825](https://doi.org/10.15649/2346030X.3825)

Employees are the heart and soul of an organization. An organization depends on its employees for its growth and development. For the organization to thrive, its employees must perform to their fullest and give their best. It is a necessity for an organization, and it needs to do everything in its possession to meet the standards. This is why organizations use T&D to improve and make the best of their employees. T&D has many quirks and is the most important factor for improving the organization [1]. The organization uses various methods and indicators to find performance variation.

Training gives employees experience and helps them to find their full potential and perform to their fullest. The more training an employee gets, it turns into an experience. And the more experience an employee has, the better they perform in their employment experience, whether it is a skill, attitude, behaviour, or productivity [2]. The T&D Programmes encourage organizations to focus on enhancing skills, knowledge, attitude, and behaviour [3]. The EP can be understood by variables like skills, attitude, abilities, productivity, performance, efficiency, effectiveness, consistency, camaraderie, etc. Following this, the T&D increases employee's skills regarding the work from a newbie; abilities, behaviour, and attitude towards work changes; their productivity increases resulting in higher efficiency, effectiveness, accuracy, and consistency; effective in better teamwork, less supervision needs, smoother operation, and less wastage [4].

T&D improves the company's success in other ways. As employee performance improves, so do the companies. As mentioned, employees make up organizations, hence their performance reflects their performance. When an employee acquires work skills, attitude, abilities, effectiveness, efficiency, consistency, and a complementary behaviour, performance improves [5]. The organization runs smoothly; mistakes are rarely made, customer satisfaction increases, it retains employees, productivity and quality improvement, waste, and expenditure get lower, and so on. The variables that check the organization's performance are market growth, quality, productivity, customer satisfaction, lower expenditures, lower wastage, internal audit valuation, employee retention, profit, and mix [6].

When the organization's performance reaches higher, it starts to thrive attract more customers, and show more profit which affects the T&D of the employees. The organization starts to make its T&D more effective and efficient, raising EP, and making OP higher, and the cycle repeats.

a. Role of Training and Development

For a business, training comes up as the most important factor [7], which helps to improve the efficiency and effectiveness of employees and employers in an organization. Therefore, training helps to increase the potential and proficiency of the employees and, in turn, helps raise OP. T&D is crucial for the development of employees and organizations [8]. Haralayya [9] mentions the importance of T D, which is written below:

- i. Brings out the best in employees.
- ii. Opens growth paths.
- iii. Helps with multipurpose.
- iv. Enhances teamwork.
- v. Increase quality and consistency.
- vi. Increases skills, attitude, behaviour, and abilities.
- vii. Improving the quality of an organization.

While T&D Programmes are designed with the individual in mind, it is the company that stands to gain the most [7]. When other HR practices are implemented according to empirical research-based principles and procedures, training may have the greatest impact [10]. Numerous studies have provided evidence in favour of the positive effects that training may have on companies as a whole [11]. Increases in efficiency, effectiveness, and productivity as well as operational revenue per employee are just a few examples of the benefits that result from better organizational performance [12], such as reduced costs, enhanced quality and quantity, reduced employee turnover, and increased social capital [11].

b. Employees Performance

When talking about EP, the development of employees comes as an important factor. Employee development is regarded as developing the abilities of an individual employee or a team of employees, which means it involves the overall growth of an individual or everyone [13]. Hence, employee development and performance are related to each other [14]. To strengthen and expand the employee's knowledge, abilities, and skills and to achieve its goals and objectives, an organization needs to incorporate T&D into its systematic and formal system [15]. It was shown that a positive correlation exists between EP and effectiveness and that this correlation has a statistically significant association with T&D. Organizations should continue offering employee T&D opportunities and make sure that staff members are involved in Programme design, need or skill gap assessment, and evaluation [16].

Training programs boost employees' technical skills in various ways. The majority of worker productivity studies have found that happy workers perform better and stay longer in their jobs [17]. If people are unhappy with their occupations, they are more likely to quit and less motivated to perform well. Satisfied employees are more productive [18], and management may motivate top achievers to achieve difficult goals more easily. Enhancing training programs is the only approach to make a worker feel competent in their duties.

c. Organizational Performance

Organizations must continually change if they want to contend in the international market. The achievement of an organization in any sector is based on its employees [19]. The achievement of an organization is measured by its performance. The performance of an organization is measured by various variables, which are stated above. To perform best in those variables, an organization needs its employees to perform to their fullest. As stated above can be achieved by T&D. Effective T&D initiatives also contribute to organizational commitment, which is identified as the relative degree of somebody's identification and participation in a specific organization [20].

If a business invests more in its workers' education and growth, for example, it may expect to see a return on that investment, those employees will be held to a higher standard, and the firm will gain an advantage over its competitors thanks to the superior knowledge, conduct, and competences that its employees will have gained [21]. Despite the fact that businesses are aware of the significance of training, their positions on T&D Programmes remain unclear. This is because organizations do not comprehend how financial expenditures in training might result in the creation of cognitive value [22].

Because of this, they don't prioritize employee training. The organization does not fund T&D programs and does not prioritize necessary investments [23]. T&D programs aren't emphasized because they're an extra cost to the organization. Many business owners and executives view investing in their employees' professional development as a waste of resources, so they give it only the superficial attention it deserves [24]. As a result, their companies tend to rely on ad hoc and inefficient training methods to address employees' needs for growth and advancement [25]. Thus, they provide training for employees nothing more than lip service [26]. As a result, many workers are under-trained and under-appreciated.

The introduction presents an outline of the research study, with a focus on the critical significance of Training and Development (T&D) programs in improving both employee and organizational performance, as supported by literature. A comprehensive evaluation of available literature on the relationship between training and development programs and employee and organizational performance is offered in the next section. The paper's methodology describes the research design, data gathering methods, and analytical methodologies used, as well as a road plan for carrying out the study. The paper's data were investigated and analyzed using the recommended approach, with an emphasis on revealing correlations, the impact of Training & Development on a business, and employee performance. The discussion and conclusion section of the paper engages in a critical discourse on the implications of the study's findings and summarizes the study's contributions to the field of Training and Development, as well as outlines potential avenues for future research, indicating areas where further investigation could deepen our understanding of this critical aspect of organizational performance enhancement.

II. LITERATURE REVIEW

This section of the study contains reviews of related literature that have been conducted in the past to assist in understanding the current state of the topic. This section has been broken down into three parts for easier comprehension.

- Role of Training and Development
- Role of Training and Development on employee performance
- Role of Training and Development on organizational performance

The above three parts of the section help to diversify and gain different viewpoints regarding the topic to nurture the objectives.

a. Role of Training and Development

Taufek & Mustafa, [8] claimed that every company needs T&D to boost employee performance. They must focus and keep training even if it looks ineffective. Training constantly improves performance. Haralayya [9] claimed that T&D requires instruction, training, and development, and companies that offer T&D to their employees see performance improvements from both sides. Rodriguez, & Walters, [27] stated that T&D enhances the confidence, sense of security, engagement, and general skills required to carry out a specific job for employees and the organization. Maheshwari & Vohra [28] stated that employee skill development is made possible through T&D strategies, which facilitate successful change implementation. Also explained T&D through four themes purpose, design, process, and effectiveness. Amin [29] assessed the extent of the role of T&D and its contribution. Orientation training, ongoing training, on-job training, and off-job training were used as variables for assessment. Every variable assessed ensured improvement in work performance. However, the orientation and on-the-job training had the most development and impacted performance.

b. Role of Training and Development on employee's performance

Laing [30] used primary data to confirm that T&D affects employee performance and productivity. The findings showed that T&D was losing personnel. The T&D was beneficial to employees and OP, according to employees. Further, Al Karim [31] found that there are four EP training approaches, but combining dynamic training with judgments on the absence of skills training is an excellent way to offer a corporation economical, continuing training. The issue of wasting time and effort on training is answered by knowledge and skills that ensure all employees are properly trained through dynamic training. According to Zumrah et al. [32], employees who took part in T&D Programmes placed their additional intelligence, capacities, and proficiencies to employ at the job, which enhances their attitude and job-related proficiencies.

The theoretical foundation and models relating to employee development and its impact on EP were examined by Al-Qudah et al. [14] who developed a proposed model explaining the relationship between employee development and EP, concluding that EP will affect OP. Arwab et al. [33] explored the influence of T&D on employee performance through different dimensions. A strong relationship between T&D and EP was demonstrated while providing an empirical and theoretical explanation of different dimensions associated with T&D and EP. Younas et al. [34] explored the impact of T&D on EP.

According to Dohroo, Duggal, and Ansari [35], training has an influence on the behaviour of workers as well as their working abilities, which ultimately leads to improved employee performance and further positive improvements. These results serve to promote employee performance [36]. When compared to situations in which the individual had either no training or had had training in the past, Arthur et al. [37] discovered that having training had an impact that was typically advantageous on job-related performance. The findings of their study were based on the observations of 1152 participants, who were culled from 165 distinct sources. Nevertheless, there was no substantial distinction observed between the sites of impact sizes. The effectiveness of training can vary greatly depending on the skill being learned as well as the technique utilized to provide the teaching [38].

Employees T&D is essential for organizations to maintain a competitive edge over time. Employees' sentiments and behaviours at work are heavily impacted by their wish to safeguard their resource reservoirs in the face of resource-depleting work situations (Haq et al. [39]; Hobfoll et al. [40]). The study might elucidate the extent to which it can operate as a resource to manage the link between organization and employee engagement, as well as a means of preserving and improving the organization's performance [41]. T&D effect on workers' productivity was measured by Asfaw et al. [42]. One hundred staff members were selected using a random selection process and surveyed using the Likert scale.

There was a positive correlation, and a claimed statistically significant association between T&D and worker productivity. It was suggested that the district 5 Administration Office continue to offer T&D opportunities to their staff and that they actively include their staff in Programme evaluations, as well as the planning, identification, and prioritization of training needs.

c. Role of Training and Development on organization's performance

As above-mentioned, T&D affects employee performance which affects OP. According to Byars & Rue [43], organizational development aims to enhance individual, group, and total organization performance. According to Katcher and Snyder [44], the consequences of training on employee performance may frequently foster growth within the individual and within the business, itself, provided that the training is conducted effectively. Jha, [45] examined the impact of HR practices on perceived Employees and OP to investigate whether these performance variables are dependent/independent. The result deduced that EP rises by appraisal while T&D gives rise to OP. Relating to this, the result of Ismael et al. [46] found that there was a relationship between T&D, and it directly affects OP and effectiveness. According to Kum et al. [47], many organizations must complete training to earn a refund on their monthly Skills Development Levies to the government. The Skills Development Levies companies pay to fund this reimbursement.

Further, Susmitha et al. (2021) [3] said that Organizations could benefit greatly from developing staff development Programmes. If there is a thorough T&D Programme for the workforce, businesses will benefit from market earnings and keep their competitiveness in the labour market. A well-thought-out development Programme with supported tools will significantly help the organization keep its most important people resources, especially those with a lot of expertise. In contrast, Oluwaseun [48] reviewed employee T&D as a model for OP and effectiveness. In OP, it was said that EP has a positive association with and is statistically related to efficacy. Jha, [45] presented a conceptual study established on the employee T&D Programme and its benefits. In the said study, the author mentioned that T&D is essentially a gadget that provides a helping hand for employees to explore their full potential. Which in turn helps in the effectiveness of the organization. Organizations, therefore, now put a lot of their resources into their T&D Programmes.

According to Chaudhry et al. [5], enterprises and institutions are constantly increasing employee performance in today's competitive market. The author tested the hypothesis using logic, cross-sectional research, and a self-administered survey. Three hundred were surveyed. Analysis and output are done using structural equation modelling. Work engagement and enjoyment moderate the relationship between a positive work environment, growth, and company effectiveness. Engagement, job happiness, professional growth, and a positive work environment seem to boost business success.

III. OBJECTIVES OF THE STUDY

1. To investigate the impact of Training and Development on an organization's performance.
2. To investigate the impact of Training and Development on employee performance.

IV. MATERIALS AND METHODS

The majority of the study is conducted by the utilization of primary quantitative data, which was gathered by going to different organizations in the Delhi NCR region. From the organizations, 280 employees were chosen for the study through a random sampling method in the Delhi NCR region. A secondary data gathering strategy was also used to locate relevant literature and identify the study's research gap and requirement. The purpose of the study was explored and defended using both primary and secondary data gathering strategies, with both contributing to a more complete picture of the phenomenon of interest. The Importance of T&D to Organizational Success.

As was already mentioned, primary and secondary sources of information were used. Finding relevant literature and gaining insight into the research gap & need were accomplished through the use of secondary data collecting. Concurrently, the result for this investigation was determined using the primary data collection technique. Statistical methods were used to compile and interpret the data. Excel and the Statistical Package for the Social Sciences (SPSS) were employed in this endeavor. Simultaneously, Regression methods were employed to determine the goal (specified in table 1).

Table 1: Statistical Techniques used for Objectives and their Description.

Sr. No.	Objective	Statistical Technique	Description
1.	To investigate the impact of Training and Development on an organization's performance.	Regression	To evaluate the relationship between a single dependent variable (often represented as Y) and a multitude of other variables (known as independent variables).
2.	To investigate the impact of Training and Development on employee performance.	Regression	To evaluate the type and degree of the link between a single dependent variable—usually indicated by Y—and a great number of other variables—also known as independent variables.

Source: Own elaboration.

V. RESULTS

This section of the research study contains a thorough examination and explanation of the analysis conducted. The methods and methodologies employed for data gathering and analysis have been previously established in the methodology section above.

a. To investigate the impact of Training and Development on an organization’s performance.

The below-mentioned result is from the objective to investigate the impact of Training and Development on an organization’s performance.

Table 2: The impact of Training and Development on an organization’s performance.

Hypothesis	Regression Weights	Beta Coefficient	R	R2	F	t-value	p-value	Hypotheses Supported
H2	Training and Development -> Organization’s Performance	-.576	0.576	0.332	137.959	-11.746	.000	Supported

The hypothesis investigates whether T&D influence an Organization’s Performance. To justify the objectives, the dependent variable Organization’s Performance was regressed on the predictive variable of T&D. $F = 137.959$, $p < 0.01$, indicating that T&D play a significant role in enhancing the Organization’s Performance, ($b = -.576$ and $p < .001$). These findings demonstrate the favorable impact of T&D on an Organization’s Performance. Additionally, the model explains 33.2% of the variance in the Organization’s Performance ($R^2 = .332$).

b. To investigate the impact of Training and Development on employee performance

The below-mentioned results are from the objective of investigating the impact of Training and Development on an EP.

Table 3: Table 3. The impact of Training and Development on employee performance.

Hypothesis	Regression Weights	Beta Coefficient	R	R2	F	t-value	p-value	Hypotheses Supported
H2	Training and Development -> Employee’s Performance	.597	0.597	0.357	154.193	12.417	.000	Supported

The hypothesis investigates whether T&D influence Employee Performance. To justify the objectives, the dependent variable Employee’s Performance was regressed on the predictive variable T&D. $F = 154.193$, $p < 0.01$, indicating that T&D play a significant role in enhancing the Employee’s Performance, ($b = .597$ and $p < .001$). These findings demonstrate the favorable impact of T&D on Employee Performance. The model also explains 35.7% of the variance in employee performance, as shown by the R^2 value of .357.

VI. DISCUSSION AND CONCLUSION

The study examined how T&D affects employee and organizational performance. The test results, analyzed using data from several firms and their employees, are given above. They were given questionnaires about T&D in their organization. Does the T&D have any impact? What’s T&D happening? What is T&D rules? What’s their T&D frequency? Do they benefit from T&D? Does T&D affect their pre- and post-performance or their organization’s? Etc.

Before going through the primary data collected through the responses from the provided questionnaire to confirm the hypothesis made using the objectives the author also looked at previous studies which are related to the study, and it was found that Taufek & Mustafa, [8] concluded that every organization needs to focus and maintain their training toward employees even if the training seems ineffective. Since training almost universally has a beneficial effect on performance [48]. Instruction, training, and development are the three essential pillars of T&D, which are recognized by Haralayya [9]. Haralayya also confirms that organizations that provide T&D to their employees recognize an increase in performance from both the employees and the organization as a whole as a result of the T&D Programmes.

According to Rodriguez, & Walters, [27] training, and development improve an employee’s and an organization’s sense of self-assurance, sense of security, level of engagement, and overall abilities necessary to successfully carry out a particular job. Maheshwari & Vohra [28] explained T&D by dividing it into four categories: purpose, design, process, and effectiveness. They also stated that T&D strategies, which facilitate successful change implementation, make it possible for employees to advance their skill sets. Amin [29] evaluated Orientation training, continuous training, on-the-job training, and off-the-job training as factors to determine the scope of the function that T&D plays and the contribution it makes. However, orientation training and on-the-job training are the only two factors that offered the greatest growth and had an influence on performance. This is even though every element ensured an improvement in work performance. Laing [30] concluded that even though the T&D was not reaching the employees, the employees still thought that the T&D was beneficial for both employees and OP.

From the four training techniques for EP that were established by Al Karim [31], the dynamic training technique and judgments on the lack of skills training methods are excellent ways to give an organization continuing training that is both affordable and ongoing training that is affordable [49]. Following an analysis of the theoretical underpinning and models relevant to employee development and its influence on EP, Al-Qudah et al. [14] concluded that EP would affect OP. Arwab et al. [33] provided an empirical and theoretical explanation of several characteristics related to T&D and EP while demonstrating that there is a substantial association between T&D and EP.

According to Younas et al. [34], investing money in staff T&D is vital for businesses that want to keep their competitive advantage over the long term. Employees’ desires to protect their resource reservoirs in the face of work settings that deplete such reservoirs have a significant influence on both their feelings and their actions while they are on the job Haq et al [39]. According to the findings of Jha, [45] the appraisal offers a bigger possibility to foster the development of EP, whereas T&D contribute to the improvement of OP. T&D has a direct connection with one another, and this connection has an immediate impact on both OP and efficacy [45]. The answers to questions provided in the questionnaire were taken and analysed, and the result came as the T&D had a direct connection with EP and OP. And the T&D had a significant

impact on EP and OP. Going through the previous studies, the other authors have discussed a variety of things regarding T&D. Every organization needs T&D to raise the performance of employees. Training always has a positive effect on performance.

The organizations providing T&D to their employees recognize the performance increase from employees as well as from the organization. Employees believed that the T&D was fruitful for employees and OP. EP rises by appraisal while T&D gives rise to OP. There was a relationship between T&D, and it directly affects OP and effectiveness. Companies that have a complete T&D Programme for their personnel will enjoy market profits and preserve their competitiveness in the employment market. T&D is essentially a gadget that provides a helping hand for employees to explore their full potential. This, in turn, helps in the effectiveness of the organization. From what has been said up to this point, it is possible to conclude that T&D contributes to the enhancement of EP. The effects of EP are felt immediately throughout the company. If employees improve their performance, their employers will see improvements as well. As a result, T&D has an immediate influence on OP.

As a result, the purpose of T&D in both the individual and the organization is to bring it to higher levels. A consistent Programme of T&D is necessary for a company to keep its staff and overall effectiveness at a high level. T&D may take many different forms; for an organization to benefit from it, it must select the form that corresponds most closely with the goals and aspirations of the organization. As a result, the purpose of T&D (T&D) in terms of workers and OP is to improve the skills, abilities, camaraderie, productivity, efficiency, and effectiveness of those involved.

VII. ABBREVIATIONS

T&D - training and development.
 EP - employee performance.
 OP - organizational performance.
 SPSS - Statistical Package for the Social Sciences.

VIII. ACKNOWLEDGMENTS

I would like to extend my heartfelt appreciation to all those who have supported me in this endeavor at the outset of my research paper. My deepest appreciation goes out to all of my professors and the university administration for their unrelenting efforts in facilitating this research and giving me with the opportunity to do it on the topic "A study related to the Role of Training and Development in Employee and Organizational Performance" which allowed me to conduct extensive study and learn about many new things. I also express my heartfelt thanks to my family and parents who have always given me moral and material support. Last but not least, I'd like to thank all of my friends for their wonderful advice and direction in completing my research paper. Cooperation & constructive criticism were advantageous to them. Finally, I'd like to congratulate everyone who has already received recognition.

IX. AUTHOR'S CONTRIBUTION

The whole study is done through me by myself.

X. CONFLICT OF INTEREST

I would like to verify that there are no known problems of interest.

XI. XI. FUNDING

This endeavor has not received substantial financial support, which could have potentially impacted its outcome.

XII. REFERENCES

- [1] N. I. Chaudhry, M. A. Jariko, T. Mushtaque, H. A. Mahesar, and Z. Ghani, "Impact of working environment and training & development on organization performance through mediating role of employee engagement and job satisfaction," **Eur. J. Train. Dev. Stud.**, vol. 4, no. 2, pp. 33-48, 2017.
- [2] B. Ismael, O. Jabbar, B. Gardi, P. Abdalla, S. Sorguli, and H. Mahmood, "The role of training and development in organizational effectiveness," **Int. J. Eng. Bus. Manag.**, vol. 5, no. 3, pp. 15-24, May 2021.
- [3] K. Susmitha, Y. V. Kumari, and G. Surekha, "Training and development program and its benefits to employee and organization," **J. Interdiscip. Cycle Res.**, vol. 13, pp. 712-715, Aug. 2021.
- [4] A. Hameed and A. Waheed, "Employee development and its effect on employee performance: A conceptual framework," **Int. J. Bus. Soc. Sci.**, vol. 2, no. 13, Jul. 2011.
- [5] N. I. Chaudhry, H. A. Mahesar, U. Tariq, and M. A. Jareko, "Assessing the role of emotional stability and employee motivation in declined job performance: Role of job stress in health care sector," **The Shield-Res. J. Phys. Educ. Sports Sci.**, vol. 11, May 2017.
- [6] B. Bozkurt, "The need for an organizational design to secure marketer creativity within unhealthy organizational cultures," **J. Cult. Mark. Strat.**, vol. 7, no. 2, pp. 221-232, Jan. 2023.
- [7] R. A. Khan, F. A. Khan, and M. A. Khan, "Impact of training and development on organizational performance," **Glob. J. Manag. Bus. Res.**, vol. 11, no. 7, pp. 63-68, Jul. 2011.

- [8] F. H. M. Taufek and M. C. Mustafa, "The effect of training and development on employee performance: A case study in Proton Tanjung Malim," **Glob. Bus. Manag. Res. Int. J.**, vol. 10, pp. 777, 2018.
- [9] B. Haralayya, "Employees training and development at Mgssk Ltd Bhalki," **Iconic Res. Eng. J.**, vol. 5, no. 9, pp. 184-196, 2022.
- [10] A. A. Lo Mohamad, M. C., and L. M., "Human resource practices and organizational performance: Incentives as moderator," **J. Acad. Res. Econ.**, vol. 1, no. 2, pp. 229-244, 2009.
- [11] H. Aguinis and K. Kraiger, "Benefits of training and development for individuals and teams, organizations, and society," **Annu. Rev. Psychol.**, vol. 60, pp. 451-474, 2009, doi: [10.1146/annurev.psych.60.110707.163505](https://doi.org/10.1146/annurev.psych.60.110707.163505).
- [12] M. Aleem and Z. A. Bowra, "Role of training & development on employee retention and organizational commitment in the banking sector of Pakistan," **Rev. Econ. Dev. Stud.**, vol. 6, no. 3, pp. 639-650, 2020, doi: [10.47067/reads.v6i3.252](https://doi.org/10.47067/reads.v6i3.252).
- [13] E. P. Antonacopoulou, "Employee development through self-development in three retail banks," **Pers. Rev.**, vol. 29, no. 4, pp. 491-508, 2000, doi: [10.1108/00483480010296294](https://doi.org/10.1108/00483480010296294).
- [14] K. M. Al-Qudah, A. Osman, S. A. Halim, and M., "The effect of human resources planning and training and development on organizational performance in the government sector in Jordan," 2014.
- [15] B. M. Mozael, "Impact of training and development programmes on employee performance," **Int. J. Sci. Res. Publ.**, vol. 5, no. 11, pp. 37-42, 2015.
- [16] A. A. Khan, S. O. B. H. Abbasi, R. M. Waseem, M. Ayaz, and M. Ijaz, "Impact of training and development of employees on employee performance through job satisfaction: A study of telecom sector of Pakistan," **Bus. Manag. Strategy**, vol. 7, no. 1, pp. 29-46, 2016, doi: [10.5296/bms.v7i1.9024](https://doi.org/10.5296/bms.v7i1.9024).
- [17] A. J. Matejko, "Psychology of work behavior," **JSTOR**, vol. 40, no. 4, 1985, doi: [10.7202/051390ar](https://doi.org/10.7202/051390ar).
- [18] M. Imran and A. Tanveer, "Impact of training & development on employees' performance in banks of Pakistan," **Eur. J. Train. Dev. Stud.**, vol. 3, no. 1, pp. 22-44, 2015.
- [19] P. O. Igudia, "Employee training and development, and organisational performance: A study of small-scale manufacturing firms in Nigeria," **Am. J. Econ. Bus. Manag.**, vol. 5, no. 5, pp. 38-54, 2022.
- [20] L. W. Porter, R. M. Steers, and P. Boulian, "Individual-organizational linkages," Project Directors Robert Dubin, 1973.
- [21] K. Jehanzeb and N. A. Bashir, "Training and development program and its benefits to employee and organization: A conceptual study," **Eur. J. Bus. Manag.**, vol. 5, no. 2, 2013.
- [22] H. O. Falola, A. O. Osibanjo, and S. I. Ojo, "Effectiveness of training and development on employees' performance and organization competitiveness in the Nigerian banking industry," **Econ. Sci.**, vol. V, pp. 161-170, 2014.
- [23] P. W. Thayer, "Creating, implementing, and managing effective training and development: State of the art lessons for practice," **Pers. Psychol.**, vol. 55, no. 3, pp. 748-751, 2002.
- [24] F. U. Afaq and A. Khan, "Relationship of training with employees' performance in hoteling industry: Case of Pearl Continental Hotels in Pakistan," Attock, Pakistan: COMSTATS Institute of Information Technology, 2005. Available: <https://www.researchgate.net/publication/228497914>.
- [25] M. A. Kareem and I. J. Hussein, "The impact of human resource development on employee performance and organizational effectiveness," **Manag. Dyn. Knowl. Econ.**, vol. 7, no. 3, pp. 307-322, 2013, doi: [10.25019/MDKE/7.3.02](https://doi.org/10.25019/MDKE/7.3.02).
- [26] S. T. Akinyele, "The impacts of Nigerian training programs on employees performance," **Res. J. Bus. Manag.**, vol. 1, no. 1, pp. 11-19, 2007, doi: [10.3923/rjbm.2007.11.19](https://doi.org/10.3923/rjbm.2007.11.19).
- [27] J. Rodriguez and K. Walters, "The importance of training and development in employee performance and evaluation," **Worldwide J. Multidisc. Res. Dev.**, vol. 3, no. 10, pp. 206-212, 2017.
- [28] S. Maheshwari and V. Vohra, "Role of training and development practices in implementing change," **Int. J. Learn. Change**, vol. 10, no. 2, pp. 131-162, 2018, doi: [10.1504/IJLC.2018.090911](https://doi.org/10.1504/IJLC.2018.090911).
- [29] B. M. Amin, "The effect of training and development on executives' performance in manufacturing firms: A case study at Kulim-Hi Tech Park Kulim, Kedah, Malaysia," **Galaxy Int. Interdiscip. Res. J.**, vol. 10, no. 5, pp. 605-616, 2022.
- [30] I. F. Laing, "The impact of training and development on worker performance and productivity in public sector organizations: A case study of Ghana Ports and Harbors Authority," Available: <http://www.irjp.org> [doctoral dissertation], 2009.
- [31] R. Al Karim, "Impact of different training and development programs on employee performance in Bangladesh perspective," **Int. J. Entrep. Res.**, vol. 2, no. 1, pp. 8-14, 2019, doi: [10.31580/ijer.v1i2.506](https://doi.org/10.31580/ijer.v1i2.506).
- [32] A. R. Zumrah, S. Boyle, and E. C. Fein, "The consequences of transfer of training for service quality and job satisfaction: An empirical study in the Malaysian public sector," **Int. J. Train. Dev.**, vol. 17, no. 4, pp. 279-294, 2013, doi: [10.1111/ijtd.12017](https://doi.org/10.1111/ijtd.12017).
- [33] M. Arwab, M. Adil, M. Nasir, and M. A. Ali, "Task performance and training of employees: The mediating role of employee engagement in the tourism and hospitality industry," **Eur. J. Train. Dev.**, 2022, doi: [10.5267/j.msl.2021.10.004](https://doi.org/10.5267/j.msl.2021.10.004).
- [34] W. Younas, M. Farooq, F. Khalil-Ur-Rehman, and A. Zreen, "The impact of training and development on employee performance," **IOSR J. Bus. Manag.**, vol. 20, no. 7, pp. 20-23, 2018, doi: [10.9790/487X-2007042023](https://doi.org/10.9790/487X-2007042023).
- [35] M. Dohroo, T. Duggal, and A. H. Ansari, "Reducing employee turnover intentions through ethical leadership and positive organisational behavior," **J. Cult. Mark. Strat.**, vol. 7, no. 1, pp. 75-88, Mar. 2022.
- [36] S. Siengthai and P. Pila-Ngarm, "The interaction effect of job redesign and job satisfaction on employee performance," in **Evidence-Based HRM: A Global Forum for Empirical Scholarship**, vol. 4, no. 2, pp. 162-180, Aug. 2016, Emerald Group Publishing Limited.
- [37] W. Arthur Jr, W. Bennett Jr, P. S. Edens, and S. T. Bell, "Effectiveness of training in organizations: A meta-analysis of design and evaluation features," **J. Appl. Psychol.**, vol. 88, no. 2, pp. 234-245, 2003, doi: [10.1037/0021-9010.88.2.234](https://doi.org/10.1037/0021-9010.88.2.234).
- [38] I. Raza, "Impact of training and development on employee performance," 2015.
- [39] I. U. Haq, D. De Clercq, and M. U. Azeem, "The danger of feeling sorry for oneself: How coworker incivility diminishes job performance through perceived organizational isolation among self-pitying employees," **Aust. J. Manag.**, vol. 48, no. 1, pp. 130-146, 2023, doi: [10.1177/03128962221092088](https://doi.org/10.1177/03128962221092088).
- [40] S. E. Hobfoll, J. Halbesleben, J. P. Neveu, and M. Westman, "Conservation of resources in the organizational context: The reality of resources and their consequences," **Annu. Rev. Organ. Psychol. Organ. Behav.**, vol. 5, no. 1, pp. 103-128, 2018, doi: [10.1146/annurev-orgpsych-032117-104640](https://doi.org/10.1146/annurev-orgpsych-032117-104640).
- [41] A. Johnson, H. Nguyen, M. Groth, and L. White, "Workplace aggression and organisational effectiveness: The mediating role of employee engagement," **Aust. J. Manag.**, vol. 43, no. 4, pp. 614-631, 2018, doi: [10.1177/0312896218768378](https://doi.org/10.1177/0312896218768378).

- [42] [42] A. M. Asfaw, M. D. Argaw, and L. Bayissa, "The impact of training and development on employee performance and effectiveness: A case study of District Five Administration Office, Bole Sub-City, Addis Ababa, Ethiopia," *J. Hum. Resour. Sustain. Stud.* , vol. 3, no. 4, pp. 188-202, 2015, doi: [10.4236/jhrss.2015.34025](https://doi.org/10.4236/jhrss.2015.34025).
- [43] L. L. Byars and L. W. Rue, *Human Resource Management*. McGraw-Hill, 2004. Available: <https://books.google.co.in/books?id=wfIJAQAAMAAJ>.
- [44] S. Katcher and T. Snyder, *Organisational Commitment*. Atomic Dog, 2003, p. 90.
- [45] V. Jha, "Training and development program and its benefits to employees and organization: A conceptual study," *Int. J. Sci. Res. Sci. Technol.* , vol. 2, no. 5, pp. 80-86, 2016.
- [46] N. B. Ismael, B. J. Othman, B. Gardi, P. A. Hamza, S. Sorguli, H. M. Aziz, et al., "The role of training and development in organizational effectiveness," *Int. J. Eng. Bus. Manag.* , vol. 5, no. 3, pp. 15-24, 2021, doi: [10.22161/ijeem.5.3.3](https://doi.org/10.22161/ijeem.5.3.3).
- [47] F. D. Kum, R. Cowden, and A. M. Karodia, "The impact of training and development on employee performance: A case study of ESCON Consulting," *Singaporean J. Bus. Econ. Manag. Stud.* , vol. 3, no. 3, pp. 72-105, 2014.
- [48] O. O. Oluwaseun, "Employee training and development as a model for organizational success," *Int. J. Eng. Technol. Manag. Res.* , vol. 5, no. 3, pp. 181-189, 2018, doi: [10.5281/zenodo.1218174](https://doi.org/10.5281/zenodo.1218174).
- [49] H. Hammond and R. Q. Churchill, "The role of employee training and development in achieving organizational objectives: A study of Accra Technical University," 2018.