

**THE IMPACT OF EMPLOYEE TRAINING AND DEVELOPMENT ON
EMPLOYEE PERFORMANCE**

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF HUMAN
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OCTOBER, 2025.

DECLARATIONN

I declare that:

1. This project work is based on a study undertaken by me in the Department of Human Management, University of Benin under the supervision of **Dr. (Mrs.) E.E. Idubor**. This work has not been previously submitted for award of a degree elsewhere.
2. All ideas and views are product of my personal research effort and all references to works of others have been duly acknowledged.

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CERTIFICATION

We certify that this project work is adequate in scope and was carried out by Jessica Obehioye MICHAEL, in the department of Human Resource Management, Faculty of Management Sciences, University of Benin, Benin City, Edo State, Nigeria; In partial fulfillment for the award B.Sc Degree in Industrial Relations and Personnel Management.

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DEDICATION

This project is dedicated to God almighty God, who alone is to be praised for His strength, love, mercy, grace, and provision. He has been incredibly kind and merciful to me as I have worked to complete this project.

ACKNOWLEDGMENT

I would like to thank God Almighty for His mercies which have allowed everything to work out for my benefit while I was a student at the University of Benin. I overcame all obstacles and used them to strengthen my inner fortitude and perseverance.

Additionally, I want to thank God profusely for his unending charity in my life and for guiding me through my academic program. I would also want to express gratitude to my supervisor DR. (MRS.) E.E. IDUBOR, for her kind, sincere, and Dr. Mrs. I.Z Oguns my course adviser for her outstanding contributions. Despite her many obligations, DR. (MRS.) E.E. IDUBOR, provided insightful advice, corrections, and guidance that helped this project succeeds. I would like to sincerely thank my parents, MR. AND MRS. MICHAEL, for their prayers, financial support, and encouragement during the course of my studies. You will undoubtedly enjoy the rewards of your labour. God richly bless and replenish you in Jesus name

I also wish to appreciate my pastors, siblings, supporters, and my friends such as: Bro Nathan, Sis Odegwa, Judith Obianuju, Sonia Akiri, Angel Jumbo, Naomi Alli-Shobande, Abigail Omovoro, Ella Obosogwe, Nduka Charles, Ogumka Michael, Ibrahim Abiola, Preye Tambou for their enormous support throughout the period of my study in the University of Benin, I will remain forever grateful.

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ABSTRACT

This study examined The Impact of Employee Training and Development on Employee Performance. The survey research design was adopted for this study because data was collected from a sample population with specific characteristics.

Four research questions were asked and answered during the study using simple percentage analysis. The population of the study covered the entire employees (both male and female) in selected organizations within the area of study. Out of this population, a total of 100 employees were selected as the sample using a random sampling technique. The instrument used to collect data for the study was a twenty-item self-structured questionnaire.

Based on the findings of the study, it was concluded that training and development play a significant role in improving employee productivity, enhancing skills, boosting motivation, and supporting organizational growth. However, challenges such as inadequate training opportunities, mismatch between training content and job requirements, and lack of follow-up after training were identified as factors limiting its effectiveness. The study further revealed that employees perceive training and development as vital for career advancement, but its success depends largely on relevance, consistency, and alignment with organizational objectives.

Consequently, the implication of this study to practice highlights the need for organizations to adopt well-structured training and development programs that focus on employee growth, fairness, and organizational competitiveness. The results also indicated that organizations that actively invest in training and development for their workforce tend to record higher levels of productivity, improved job satisfaction, and better employee retention.

The study recommends that organizations should provide continuous training opportunities, ensure that training programs are tailored to employee and organizational needs, and evaluate the outcomes of training to measure effectiveness. In addition, managers should give constructive feedback and create supportive learning environments to enhance employee performance and overall organizational success.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The impact of employee training and development on employee performance has gained increasing attention in organizational and human resource management research, particularly in the context of the dynamic, competitive, and technology-driven work environment of the 21st century. As organizations strive to achieve strategic goals and maintain a competitive edge, the significance of enhancing employee competencies through structured training and development initiatives has become more critical than ever. Training and development refer to the formal efforts by organizations to improve employees' skills, knowledge, and abilities, thereby aligning individual capabilities with organizational objectives (Noe et al., 2023).

Recent studies have emphasized that employee performance is not only influenced by intrinsic factors such as motivation and job satisfaction but is also largely dependent on the opportunities provided for continuous learning and professional growth. Organizations that invest in training programs are more likely to experience higher employee productivity, improved quality of work, and increased levels of innovation and adaptability (Alkhadher & Khalid, 2022). Moreover, training enhances employees' confidence and engagement, leading to reduced turnover rates and stronger organizational commitment.

In the current knowledge-based economy, technological advancements and globalization have heightened the need for employees to acquire new skills rapidly. This trend has led to a growing reliance on training and development as a strategic tool to address skill gaps and prepare the workforce for future challenges. For instance, digital skills training, leadership development programs, and continuous professional education have been linked to measurable improvements in individual and team performance (Osman & Musa, 2023). Additionally, organizations that adopt a learning-oriented culture are better positioned to foster innovation and agility, traits that are essential for long-term success.

The effectiveness of training and development programs is not solely determined by the availability or frequency of such initiatives; rather, it is deeply influenced by how relevant and targeted the programs are to the specific needs of the employees and the organization. Relevance refers to how well the training content aligns with the actual tasks, responsibilities, and challenges that employees face in their roles. When training is tailored to the real-world demands of a job, employees are more likely to engage with the content, retain the information, and apply new skills effectively. In contrast, generic or poorly targeted training may lead to disinterest or a perception that the training is a mere formality, thereby reducing its overall impact (Khan et al., 2024).

The method of delivery is another critical factor. Modern organizations are increasingly adopting a mix of traditional face-to-face instruction, online modules, and hybrid learning environments to accommodate diverse learning preferences and logistical constraints. Interactive and participatory methods such as simulations, role-playing, group

discussions, and case studies tend to be more effective than lecture-based approaches because they foster active learning and real-time problem-solving (Noe et al., 2023). Furthermore, the use of technology in training—such as e-learning platforms, mobile learning apps, and virtual reality environments—has made training more accessible and flexible, especially for remote or globally dispersed teams.

Alignment of training objectives with employee roles ensures that the knowledge and skills being imparted are directly applicable to the employees' day-to-day work. When employees understand how training connects to their current or future responsibilities, they are more motivated to participate and more likely to integrate the learned skills into their work routines. This alignment also allows for better measurement of training outcomes in terms of job performance, efficiency, and goal attainment (Alkhadher & Khalid, 2022).

In addition to content and delivery, reinforcement strategies such as feedback mechanisms, mentoring, and post-training evaluations play a crucial role in maximizing training outcomes. Feedback provides employees with insight into how well they are applying what they've learned and where further improvement is needed. Regular performance reviews and coaching help sustain the momentum generated during training sessions. Mentoring, in particular, allows for the transfer of tacit knowledge and supports continuous learning by providing on-the-job guidance and support. Post-training evaluations—including surveys, assessments, and performance tracking—help

organizations assess the effectiveness of the training program and identify areas for refinement.

Effective training and development require a holistic approach that considers employee needs, organizational goals, learning styles, and follow-up strategies. When these elements are well integrated, training not only boosts individual performance but also contributes to broader organizational effectiveness and adaptability in an ever-changing business environment (Agyemang & Boateng, 2023).

In the Nigerian context and other developing economies, there has been growing advocacy for improved investment in employee development as a pathway to enhancing institutional efficiency and service delivery, particularly in both the public and private sectors. However, challenges such as limited funding, inadequate training infrastructure, and lack of strategic planning often undermine the potential gains of such initiatives.

Overall, the link between employee training and development and employee performance is well-established in literature, with recent evidence suggesting that a proactive approach to workforce development not only improves individual output but also contributes significantly to organizational sustainability and growth (Agyemang & Boateng, 2023; Bello & Yusuf, 2024).

1.2 Statement of the Problem

Despite the growing recognition of human capital as a crucial asset in organizational success, many organizations continue to struggle with low employee performance, which can often be traced to inadequate or ineffective training and development initiatives. In

numerous workplaces, training programs are outdated, poorly designed, or misaligned with the specific responsibilities and skill requirements of employees, making it difficult for workers to apply what they learn to real job scenarios. When training lacks relevance or practical value, employees tend to view it as a routine obligation rather than an opportunity for growth, resulting in poor engagement and minimal improvement in performance (Khan et al., 2024).

Furthermore, the absence of systematic feedback, mentoring, and post-training evaluations undermines the long-term effectiveness of training programs. Without these follow-up strategies, organizations are unable to assess whether training objectives have been met or if additional support is needed to reinforce learning outcomes (Noe et al., 2023). Compounding this issue is the limited investment in training infrastructure and personnel development, particularly in developing countries where budget constraints and lack of strategic planning often hinder effective workforce development (Agyemang & Boateng, 2023).

As technology continues to redefine job functions and organizational structures, the need for continuous skill upgrading becomes even more pressing. Yet, many employees are still burdened by skill gaps that limit their ability to adapt and perform optimally in dynamic work environments. This lack of capacity not only affects individual productivity but also impacts organizational efficiency and innovation. Moreover, employees who perceive a lack of development opportunities are more likely to become

disengaged or leave the organization altogether, contributing to high turnover rates and the loss of institutional knowledge (Bello & Yusuf, 2024).

Given these persistent challenges, there is a critical need to examine the extent to which employee training and development initiatives influence job performance, and to explore how factors such as relevance, delivery methods, feedback mechanisms, and alignment with organizational goals contribute to—or hinder—the effectiveness of such programs. This study, therefore, seeks to address the gap between training efforts and actual performance outcomes, offering evidence-based insights that can guide policy and practice in human resource management.

1.3 Research Questions

The following research questions have been formulated to guide the study and ensure a systematic exploration of the core issues surrounding the topic:

1. To what extent does employee training and development influence employee performance in organizations?
2. How does the relevance of training content to job roles affect the performance of employees?
3. What role do delivery methods and training techniques play in enhancing the effectiveness of training programs?
4. How do post-training support mechanisms such as feedback, mentoring, and evaluation contribute to employee performance improvement?

1.4 Objectives of the Study

These objectives serve as benchmarks for evaluating the extent to which training initiatives contribute to performance improvement and organizational effectiveness.

Accordingly, the objectives of this study are to:

1. Examine the extent to which employee training and development influence employee performance in organizations.
2. Assess how the relevance of training content to job roles affects employee performance.
3. Investigate the role of training delivery methods and techniques in enhancing the effectiveness of training programs.
4. Evaluate the contribution of post-training support mechanisms such as feedback, mentoring, and evaluation to employee performance improvement.

1.5 Significance of the Study

The significance of this study lies in its potential to contribute meaningfully to the understanding and application of employee training and development as a strategic tool for improving performance across various sectors. For human resource managers, the findings of this research will offer practical insights into how training programs can be effectively designed, aligned with job roles, and implemented to yield measurable performance improvements. It will highlight the importance of strategic planning in training and development, equipping HR professionals with evidence-based approaches to enhance workforce productivity.

Organizational leaders and employers will benefit from the study by gaining a clearer understanding of the return on investment (ROI) that comes with investing in employee development. The research will underscore the link between well-structured training programs and organizational success, thereby encouraging management to prioritize continuous learning and capacity building as essential components of business growth and sustainability.

Employees, who are the direct recipients of training, stand to benefit as the study will shed light on how relevant and effectively delivered training programs can enhance their job performance, confidence, and career development. Improved training practices informed by the study's findings can lead to increased job satisfaction, motivation, and reduced turnover, thereby fostering a more stable and competent workforce.

For policymakers in the labor and employment sector, the study provides empirical evidence that can inform the formulation of more effective national strategies and policies aimed at workforce development. It will support the creation of guidelines that promote regular and need-based employee training, particularly in developing economies where such initiatives are often underfunded or poorly implemented.

Training and development consultants and providers will also benefit from this research, as it offers a deeper understanding of the current gaps in training delivery and content relevance. The insights from this study can guide them in designing more impactful training solutions tailored to the specific needs of organizations and their employees.

Furthermore, researchers and academics will find the study valuable as it contributes to the growing body of knowledge in human resource management. It will serve as a foundation for further research on training effectiveness, employee motivation, and performance management. Lastly, educational institutions that offer HR and management-related courses can integrate the findings into their curricula, thereby preparing future HR professionals with relevant and practical skills needed to manage training and development in modern organizations.

1.6 Scope and Delimitation of the Study

This study examines how employee training and development influence performance within selected formal organizations. It focuses on training relevance, delivery methods, and post-training support. The study is limited to formal workplaces and does not consider factors like motivation or pay unless directly linked to training. It also relies on self-reported data, which may involve some bias, though care will be taken to ensure accuracy.

1.7 Definition of Terms

1. **Employee Training:** Employee training refers to the process of enhancing the skills, knowledge, and competencies of employees to improve their performance in their current job roles.
2. **Employee Development:** Employee development focuses on the long-term growth and career progression of employees.
3. **Employee Performance:** Employee performance refers to the degree to which employees execute their tasks and responsibilities effectively and efficiently, meeting organizational goals and standards.

CHAPTER TWO

2.0 LITERATURE REVIEW

This chapter reviews the related literature on the role of performance appraisal on the Impact of Employee Training and Development on Employee Performance. The chapter focuses on The Concept of Employee Training and Development, The Impact of Employee Training on Performance, Factors Affecting the Effectiveness of Training Programs, Post-Training Support Mechanisms, Challenges in Employee Training and Development, Employee Performance and Its Measurement, The Role of Technology in Employee Training and Development, The Role of Organizational Culture in Training and Development, Practical Implications of Employee Training and Development, The Future of Employee Training and Development, Theoretical Framework of Employee Performance, Empirical Review and Research Gap.

2.1 The Concept of Employee Training and Development

Employee training and development is a strategic process designed to enhance the knowledge, skills, and competencies of employees, with the ultimate goal of improving their performance and contributing to the overall success of an organization. This concept plays a pivotal role in human resource management, as it helps organizations develop a workforce that is equipped to meet the demands of the business environment. Training focuses on improving the specific job-related skills of employees, while development aims to prepare employees for future roles, fostering long-term growth and career advancement (Noe, 2020). Both training and development programs are essential for

ensuring that the workforce is adaptable, motivated, and capable of meeting organizational challenges in an evolving business landscape.

The importance of employee training and development extends beyond individual career advancement; it aligns employees' performance with the strategic objectives of the organization. Organizations that invest in employee development often see improvements in productivity, job satisfaction, and retention, as employees feel more confident and valued. Furthermore, such programs help in closing skill gaps, which is particularly crucial in industries undergoing rapid technological advancements or those requiring specialized knowledge (Kirkpatrick & Kirkpatrick, 2021).

Training and development programs can take several forms, including on-the-job training, workshops, e-learning, mentoring, and coaching. On-the-job training provides hands-on experience, allowing employees to acquire skills while performing their tasks. Workshops and seminars, often led by experts, allow employees to gain knowledge in specific areas. E-learning, which has grown in popularity due to its flexibility, provides employees with access to online resources and courses at their convenience (Cascio, 2019). Mentoring and coaching, which are often used for leadership development, focus on guiding employees through their career progression with the help of more experienced individuals. These personalized forms of training allow for the development of both technical and soft skills, such as communication, teamwork, and decision-making (Harrison, 2022).

Effective employee training and development programs are an integral part of an organization's culture. When training and development are embedded into an organization's culture, it signals to employees that the company values continuous learning and growth (Ulrich & Dulebohn, 2015). This commitment not only helps in retaining top talent but also in fostering an environment of innovation and resilience. Additionally, organizations are increasingly leveraging data-driven approaches to improve training effectiveness. The use of learning management systems (LMS) and analytics tools allows HR professionals to track the progress of training programs and assess their impact on employee performance. With real-time feedback and data collection, organizations can make more informed decisions about which programs are most effective and which need to be adjusted or improved (Salas et al., 2021).

Despite its importance, employee training and development face several challenges. One of the main issues is ensuring that training programs are aligned with the needs of both the employees and the organization. This requires a clear understanding of the skills required for current and future roles and the resources available for training initiatives (Laker & Powell, 2019). Another challenge is addressing the diverse learning needs and preferences of employees. While some employees may thrive in traditional classroom settings, others may prefer online learning or hands-on experience.

Additionally, the cost of training programs can be a concern for organizations, particularly for small businesses with limited budgets. However, research suggests that the benefits of investing in training and development far outweigh the costs, as it can lead

to greater employee engagement, lower turnover, and improved organizational performance (Birdi, 2020).

The concept of employee training and development is integral to the success of any organization. By investing in the growth of their workforce, organizations can enhance both individual and collective performance, ultimately leading to greater productivity and competitive advantage. To be most effective, training and development programs should be continuously assessed, adapted, and aligned with organizational goals to meet the ever-changing demands of the workplace. The benefits of such programs go beyond improved employee performance, contributing to stronger employee retention, satisfaction, and organizational culture.

2.1.2 The Impact of Employee Training on Performance

Employee training plays a critical role in enhancing individual and organizational performance. By equipping employees with the necessary skills, knowledge, and competencies, training programs directly influence the overall productivity, efficiency, and effectiveness of the workforce. The impact of employee training on performance can be seen in several dimensions, ranging from immediate improvements in job-specific skills to long-term effects on organizational growth and competitiveness.

Training provides employees with the tools to perform their job duties more effectively. This direct enhancement of job-specific skills often leads to a more productive workforce, as employees are better equipped to handle the tasks and challenges presented by their roles. For instance, in technical fields, training in new software or machinery ensures that

employees are capable of operating the latest technologies, improving their output and reducing errors (Cascio, 2019). Furthermore, training increases employees' confidence in their abilities, which is often reflected in higher levels of motivation and job satisfaction. When employees feel competent in their roles, they are more likely to perform at their best, contributing to the organization's objectives.

In addition to improving individual performance, employee training has a positive impact on organizational performance. Organizations that invest in training programs tend to experience higher productivity levels, better customer service, and more effective problem-solving. For example, training in communication, leadership, and teamwork can enhance collaboration among employees, fostering a more harmonious work environment that promotes efficient decision-making and problem-solving (Noe, 2020). Moreover, well-trained employees are more adaptable to change and can contribute to innovation and continuous improvement, which is vital for maintaining a competitive edge in dynamic industries (Kirkpatrick & Kirkpatrick, 2021).

Another important impact of employee training is its effect on employee retention and engagement. Organizations that provide ongoing development opportunities are seen as more attractive to top talent and are more likely to retain their employees. Training helps employees grow professionally, which not only benefits the organization but also enhances employee satisfaction and loyalty. By investing in their employees' growth, organizations demonstrate a commitment to their career development, which fosters a sense of value and increases job satisfaction (Birdi, 2020). Engaged employees are more

likely to go above and beyond their job requirements, contributing to a higher overall performance level across the organization.

Employee training also contributes to the development of leadership skills. As organizations grow, there is a need for a pool of skilled individuals who can step into managerial or leadership roles. Training programs aimed at developing leadership, decision-making, and strategic thinking skills help create a pipeline of future leaders who can drive the organization forward. In fact, leadership training has been shown to improve employee engagement, reduce turnover, and improve team performance (Harrison, 2022).

Despite these benefits, the impact of employee training on performance is not always immediate or guaranteed. The effectiveness of training programs depends on various factors, such as the quality of the training content, the delivery method, and how well the training aligns with organizational goals. For training to be truly effective, it needs to be relevant, practical, and tailored to meet the specific needs of the employees and the organization. In some cases, poorly designed or ineffective training programs may lead to frustration, disengagement, and minimal performance improvement (Salas et al., 2021).

Furthermore, it is important to ensure that training outcomes are evaluated to assess their impact on employee and organizational performance. By using feedback mechanisms, performance assessments, and metrics, organizations can determine whether their training programs are achieving the desired results. Regular evaluation of training programs

allows organizations to refine their strategies and ensure continuous improvement in employee performance (Laker & Powell, 2019).

The impact of employee training on performance is significant, with benefits that extend from immediate improvements in job skills to long-term organizational growth and competitiveness. When implemented effectively, training programs can lead to higher productivity, job satisfaction, and employee retention. They also foster innovation, collaboration, and leadership development, all of which contribute to the overall performance of the organization. However, the success of training programs depends on factors such as the quality of the training and its alignment with both employee and organizational needs. Regular evaluation is essential to ensure that training initiatives continue to deliver tangible results.

2.1.3 Factors Affecting the Effectiveness of Training Programs

The effectiveness of training programs is influenced by a variety of factors that shape both the learning experience and the impact of the training on employee performance and organizational outcomes. These factors are critical in determining whether training leads to meaningful improvements in employee skills, productivity, and engagement. While training is essential for employee development, it is not guaranteed to be effective without addressing several key elements.

One of the most significant factors affecting the effectiveness of training programs is the design and content relevance. Training must be carefully designed to align with both the specific needs of employees and the strategic goals of the organization. When training

content is directly applicable to employees' job roles and responsibilities, it is more likely to lead to improved performance (Cascio, 2019). For instance, providing training on new technologies or processes that employees will immediately use enhances the practical value of the training. On the other hand, if the content is too theoretical or disconnected from real-world applications, employees may struggle to see its value, reducing their engagement and the overall effectiveness of the program.

The expertise and teaching skills of trainers play a crucial role in the success of training programs. Trainers who possess in-depth knowledge of the subject matter, as well as the ability to engage and motivate learners, create a more effective learning environment. Competent trainers are able to adjust their teaching methods to suit different learning styles, foster interactive discussions, and encourage practical problem-solving, which enhances the retention of knowledge and skills (Noe, 2020). The quality of the facilitator's delivery can significantly impact whether employees find the training valuable and whether they are able to apply what they have learned in the workplace.

The motivation and engagement levels of employees also have a substantial impact on the effectiveness of training programs. Employees who are motivated to improve their skills and who see the training as a tool for advancing their careers are more likely to benefit from the program. Motivation can be influenced by various factors, such as the perceived value of the training, career growth opportunities, and the alignment of training objectives with personal and professional goals (Birdi, 2020). Additionally, the degree of employee engagement during training, including active participation, willingness to ask

questions, and involvement in discussions, determines how much information is retained and applied after the program concludes.

The support and resources provided by the organization can significantly affect the success of training programs. Organizations that are committed to employee development should ensure that employees have the necessary tools, time, and resources to complete the training. This includes providing access to appropriate technology, sufficient time away from regular job duties to focus on learning, and follow-up support to help employees apply new skills in the workplace (Salas et al., 2021). Without adequate organizational support, even well-designed training programs can fail to produce the desired results.

The learning environment is another factor that influences the effectiveness of training. A positive and conducive environment—whether physical or virtual—can enhance the learning experience. In face-to-face training, factors such as the comfort of the training venue, availability of necessary materials, and the atmosphere of collaboration and openness all contribute to the effectiveness of the program. For virtual training, ensuring that technology works seamlessly and that employees can easily access and interact with learning materials is critical (Harrison, 2022). A well-organized and supportive environment fosters focused learning and encourages employees to engage fully with the training process.

The methodology and delivery methods used in the training program are key determinants of effectiveness. Different employees have varying learning preferences, so

employing a blend of instructional methods—such as lectures, case studies, role-playing, group discussions, simulations, and e-learning—can cater to a wider range of learning styles (Kirkpatrick & Kirkpatrick, 2021). For instance, experiential learning techniques, like role-playing and simulations, allow employees to apply what they are learning in real-world scenarios, which has been shown to improve retention and skill transfer. Additionally, the timing and pacing of the training should be appropriately structured to avoid overwhelming employees or losing their attention.

Training does not end once the session is over. For training to be truly effective, it must be followed up with reinforcement to ensure that employees retain and apply the knowledge gained. This can involve post-training assessments, ongoing coaching, mentoring, or refresher courses. Reinforcement helps employees stay focused on using their new skills and provides an opportunity for them to ask questions or address challenges they may face in the workplace (Laker & Powell, 2019). Without reinforcement, the effects of training may fade over time, diminishing its impact.

The evaluation of training effectiveness is a critical factor in its success. Evaluating training outcomes provides insight into whether the program has achieved its objectives, both in terms of learning outcomes and performance improvements. This can be done through feedback surveys, tests, and assessments that measure knowledge retention, as well as performance metrics that gauge how well employees are applying what they have learned (Kirkpatrick & Kirkpatrick, 2021). Continuous feedback and adjustments based

on evaluation results help to refine training programs and improve their relevance and impact over time.

2.1.4 Post-Training Support Mechanisms

Post-training support mechanisms play a crucial role in ensuring that the knowledge and skills gained during training are retained and effectively applied in the workplace. These mechanisms are designed to bridge the gap between the training environment and real-world job performance. Without adequate follow-up and support, employees may struggle to transfer what they have learned into practice, which can result in a loss of investment in the training program.

One of the primary post-training support mechanisms is ongoing coaching and mentoring. After training, employees often need additional guidance as they attempt to apply new skills in their daily tasks. Coaching involves personalized one-on-one sessions where managers or mentors provide feedback, answer questions, and help employees address challenges they may face while implementing new knowledge. This continued support fosters skill reinforcement and allows employees to refine their abilities in real work settings. Mentoring, on the other hand, pairs employees with experienced colleagues who offer long-term advice and insight, further enhancing the application of learned skills (Guskey, 2020).

Another key post-training support mechanism is access to resources and materials. After training, employees should have easy access to materials that reinforce what was taught, such as manuals, guides, and e-learning modules. Having these resources available

ensures that employees can revisit concepts and refresh their knowledge when needed. Online platforms or intranet sites with training materials can also be useful, allowing employees to access resources at their own pace and as needed, without relying solely on their memory or the training they received during the initial session (Salas et al., 2021).

In addition, regular follow-up sessions and assessments can ensure that employees are continuing to apply what they learned and can identify any gaps in their understanding or performance. These follow-up sessions may take the form of refresher courses or periodic check-ins with supervisors to evaluate progress. Performance assessments can be used to track the practical application of training content and provide opportunities for further development. These evaluations can offer valuable insights into how well the training has impacted employee performance and can guide adjustments to the training or support strategies if necessary (Kirkpatrick & Kirkpatrick, 2021).

Social learning and peer support are also vital components of post-training support. Employees who have undergone training can benefit greatly from sharing their experiences with peers. Informal networks or discussion groups where employees can exchange insights and discuss challenges provide an environment for collaborative learning. This peer support helps reinforce learning and provides employees with alternative solutions to problems they may encounter in their work (Birdi, 2020).

Technology-based support mechanisms, such as online forums, virtual coaching, and mobile learning applications, are increasingly being used to complement traditional post-training support. These tools provide employees with continuous access to learning and

development resources. For example, a virtual coaching platform might offer video calls or chats with trainers and mentors, while a mobile app could deliver quick tips or microlearning modules to refresh key concepts. These digital solutions ensure that learning is ongoing and not confined to the classroom setting (Harrison, 2022).

Furthermore, aligning performance goals with post-training objectives is essential for reinforcing training outcomes. Managers can help employees set clear, actionable goals that are directly linked to the skills learned during training. This alignment ensures that employees are motivated to apply what they have learned and that their performance is measurable. Recognition and rewards for successfully applying new skills in the workplace can also act as a strong motivator, further reinforcing the value of the training (Noe, 2020).

Post-training support mechanisms are essential for ensuring that the benefits of training are fully realized. Coaching, mentoring, access to resources, follow-up assessments, social learning, and technology-based tools all contribute to a successful post-training environment. These mechanisms help employees continue their learning journey, apply new skills, and drive improvements in job performance. By providing continuous support, organizations can maximize the return on investment in training and foster a culture of continuous development and improvement.

2.1.5 Challenges in Employee Training and Development

Employee training and development are essential for improving organizational performance and fostering individual growth. However, despite their importance, many organizations face significant challenges in implementing effective training programs. These challenges can undermine the effectiveness of training and limit the return on investment. Below are some of the most common challenges in employee training and development, along with the strategies that can be employed to overcome them.

One of the most prevalent challenges is the lack of alignment between training programs and organizational goals. When training content does not align with the strategic objectives of the organization, employees may not see the value in the program, and the skills learned may not be applicable to their daily responsibilities. This misalignment can lead to wasted resources and a lack of measurable impact on organizational performance (Cascio, 2019). To address this challenge, organizations need to carefully design training programs that are tailored to meet the specific needs of both the employees and the organization. Clear communication between HR and management can ensure that training initiatives are directly linked to organizational priorities.

Another significant challenge is the lack of resources, both in terms of budget and time. Many organizations face budget constraints that limit their ability to provide comprehensive training programs. Similarly, employees may struggle to find the time to attend training sessions, especially if their workloads are heavy or if training requires them to be away from their usual duties for extended periods. Without sufficient

resources or time, employees may not fully engage with or benefit from training programs (Salas et al., 2021). To overcome this, organizations can consider more flexible, cost-effective methods such as e-learning or microlearning, which allow employees to complete training at their own pace and integrate it into their work schedule.

Employee resistance is another common barrier to successful training. Employees may be resistant to training for a variety of reasons, including fear of change, lack of motivation, or previous negative experiences with training programs. This resistance can hinder the effectiveness of training efforts and reduce employee engagement (Noe, 2020). To address this, it is important to create a culture that values continuous learning. This can be achieved by clearly communicating the benefits of training, involving employees in the planning process, and providing incentives for participation. Additionally, creating a supportive environment that encourages employees to view training as a tool for career advancement rather than as a burden can help reduce resistance.

The effectiveness of training is also compromised when there is insufficient follow-up and reinforcement. Training is most effective when it is part of a continuous learning process, and employees are given opportunities to apply what they have learned in real-world scenarios. Without post-training support, such as coaching, mentoring, or refresher courses, employees may forget the skills they have acquired or fail to transfer them into their daily tasks (Harrison, 2022). Organizations can mitigate this challenge by incorporating follow-up mechanisms like on-the-job coaching, peer support, and periodic assessments to reinforce training content.

Another challenge is the limited availability of qualified trainers. High-quality training requires skilled trainers who not only have expertise in the subject matter but also the ability to engage and motivate participants. However, finding qualified trainers can be difficult, especially when specialized knowledge is required or when trainers must work with diverse groups of employees with different learning styles. This can result in ineffective training that fails to meet the needs of employees (Birdi, 2020). Organizations can address this by investing in the professional development of internal trainers, or by partnering with external training providers who bring in specialized knowledge and experience.

Finally, measuring the effectiveness of training is often a challenge for organizations. Many training programs fail to include a clear system for assessing outcomes, making it difficult to determine whether the training achieved its objectives. Without proper evaluation, it is hard to justify the cost of training programs or identify areas for improvement (Kirkpatrick & Kirkpatrick, 2021). To overcome this, organizations should adopt evaluation frameworks, such as the Kirkpatrick Model, which assesses training effectiveness on multiple levels, including reaction, learning, behavior, and results. This allows organizations to track the success of training programs and make data-driven decisions about future training efforts.

In conclusion, while employee training and development are crucial to organizational success, they face a number of challenges that can undermine their effectiveness. These challenges include misalignment with organizational goals, lack of resources, employee

resistance, insufficient follow-up, limited availability of qualified trainers, and difficulties in measuring training effectiveness. By addressing these challenges with strategic planning, flexible training methods, and comprehensive support, organizations can create training programs that enhance both individual and organizational performance.

2.2 Employee Performance and Its Measurement

Employee performance is a critical aspect of organizational success, as it directly impacts productivity, growth, and the achievement of business objectives. Performance refers to how effectively employees carry out their duties and responsibilities, which contributes to the overall performance of the organization. Measuring employee performance is essential to understand strengths and weaknesses, identify areas for development, and make decisions regarding promotions, rewards, or terminations.

Effective performance measurement ensures that employees are aligned with organizational goals and helps managers to manage talent, identify training needs, and drive performance improvements. Several approaches and tools are used to measure employee performance, each with its strengths and challenges. Below are some key aspects of employee performance and how it is measured.

The first step in measuring employee performance is defining clear performance standards and expectations. These standards are based on the job roles and responsibilities of employees and must align with the organization's goals. Clear expectations enable employees to understand what is required of them and provide a benchmark against which their performance can be assessed. For example, a sales

representative's performance might be measured by the number of sales made, customer satisfaction ratings, or the ability to meet sales targets. Similarly, performance standards for other roles could be based on quality, efficiency, or customer service metrics (Cascio, 2019).

There are various methods used to measure employee performance, each offering different insights and perspectives. One traditional approach is the performance appraisal, which is typically conducted annually or semi-annually. This formal evaluation involves assessing an employee's achievements, competencies, and behavior against established criteria. Performance appraisals often involve self-assessments, supervisor ratings, and peer reviews. For example, a manager might assess an employee's ability to meet goals, teamwork skills, and adherence to company policies. Although performance appraisals are widely used, they are often criticized for being subjective, time-consuming, and prone to biases (Noe, 2020).

A more modern approach is the 360-degree feedback method, where feedback is collected from multiple sources, including the employee's manager, peers, subordinates, and sometimes even customers. This provides a well-rounded view of an employee's performance and helps mitigate biases that may occur with single-source evaluations (Kirkpatrick & Kirkpatrick, 2021). The 360-degree feedback method encourages open communication and collaboration within teams, offering valuable insights into how employees interact with colleagues and contribute to team dynamics.

Key Performance Indicators (KPIs) are another important tool for measuring employee performance. KPIs are quantifiable metrics that are used to evaluate specific aspects of an employee's performance, such as productivity, sales, or quality. For example, in a manufacturing setting, KPIs might include production output, defect rates, or time efficiency. KPIs provide objective data that can help managers assess performance more accurately and make decisions based on facts rather than subjective opinions (Salas et al., 2021). However, the use of KPIs requires careful selection to ensure that the metrics are relevant, achievable, and aligned with the employee's role.

Management by Objectives (MBO) is another approach where employees and managers set specific, measurable, achievable, relevant, and time-bound goals (SMART goals) together. The employee's performance is then evaluated based on how well they achieve these objectives. MBO promotes employee engagement by involving them in goal-setting, and it fosters a sense of ownership over their work. It also helps align individual performance with the broader objectives of the organization (Harrison, 2022).

Behavioral-based assessments focus on evaluating how employees perform specific tasks or exhibit particular behaviors, such as problem-solving, communication, or leadership skills. This method is particularly useful for assessing competencies and skills that are not always easily captured by numerical data. For example, a manager may evaluate an employee's leadership skills based on their ability to manage conflicts, motivate teams, and make decisions (Birdi, 2020).

Despite the various methods available for measuring performance, there are challenges that organizations must address to ensure that their performance measurement system is effective. One challenge is the potential for biases in the evaluation process, such as favoritism, halo effect, or recency effect, where evaluators are influenced by recent events or personal preferences (Cascio, 2019). To reduce bias, organizations should provide training to evaluators on how to conduct objective assessments and implement processes that promote fairness and transparency.

Another challenge is ensuring that performance measurements are reliable and valid. Reliability refers to the consistency of the measurement, meaning that the results should be consistent across different evaluators or at different times. Validity refers to whether the performance measurement truly reflects the employee's job performance. If the performance measures are unreliable or invalid, they will not provide accurate data for decision-making. Organizations can improve the reliability and validity of their performance measurements by using a combination of methods and ensuring that the criteria used are directly related to job performance (Kirkpatrick & Kirkpatrick, 2021).

Finally, feedback is an essential component of performance measurement. Providing timely, constructive feedback helps employees understand their strengths and areas for improvement. Feedback should be specific, actionable, and delivered in a supportive manner. Regular feedback allows employees to adjust their performance before formal evaluations take place, which can lead to continuous improvement. It also fosters a

culture of open communication and development within the organization (Harrison, 2022).

In conclusion, measuring employee performance is essential for organizational success, as it provides insights into individual and team productivity, supports professional development, and drives overall business performance. By using various methods such as performance appraisals, 360-degree feedback, KPIs, MBO, and behavioral-based assessments, organizations can gain a comprehensive understanding of employee performance. However, addressing challenges like bias, reliability, and feedback is crucial to ensure that the measurement system is effective, fair, and aligned with organizational goals.

2.2.1 The Role of Technology in Employee Training and Development

The role of technology in employee training and development has grown significantly in recent years, transforming how organizations approach learning and skill enhancement. Technology offers a variety of tools and platforms that facilitate more effective, flexible, and scalable training programs. As businesses continue to adapt to rapid changes in the workplace, technological advancements provide new opportunities for enhancing employee performance, improving accessibility, and enabling continuous development. The integration of technology into training programs has several key benefits that contribute to the success of employee development initiatives.

One of the most prominent advantages of technology in employee training is the flexibility it provides. Traditional training methods often require employees to attend in-

person sessions at scheduled times, which can be difficult to manage, especially for large organizations or remote teams. Technology, particularly e-learning platforms, enables employees to access training materials at their convenience, allowing them to learn at their own pace and on their own schedule (Noe, 2020). This flexibility is especially important in today's fast-paced work environment, where employees may be balancing multiple responsibilities and need a more adaptable way to engage with training.

Online learning platforms, such as Learning Management Systems (LMS), have revolutionized the way training content is delivered. These platforms allow organizations to store, manage, and deliver training materials in a centralized and accessible location. Employees can engage with interactive courses, watch videos, participate in discussions, and complete assessments, all within the LMS. Moreover, these platforms often track progress and provide analytics, enabling organizations to monitor employee engagement, performance, and completion rates (Harrison, 2022). This data-driven approach helps organizations assess the effectiveness of training and identify areas for improvement.

Another technological advancement that has had a significant impact on employee training is the use of virtual and augmented reality (VR/AR). VR and AR technologies provide immersive learning experiences that are particularly useful for training employees in complex or hazardous tasks. For example, VR simulations can allow employees to practice operating machinery, handle dangerous situations, or navigate challenging scenarios without the risks associated with real-life training. AR, on the other hand, overlays digital information onto the real world, enhancing on-the-job training by

providing step-by-step guidance or real-time assistance (Salas et al., 2021). These technologies are particularly valuable in industries like healthcare, manufacturing, and aviation, where hands-on experience is crucial but can be costly or risky.

Gamification is another technology-driven approach that has gained popularity in employee training. By incorporating game elements—such as points, badges, leaderboards, and rewards—into training programs, organizations can increase employee engagement and motivation. Gamification leverages the natural competitive drive and sense of achievement that games provide, making training more enjoyable and interactive. Additionally, it can be used to foster collaboration and teamwork, as employees may participate in group challenges or compete with one another in training modules (Cascio, 2019). Research has shown that gamified learning experiences can improve knowledge retention and increase the likelihood that employees will apply what they have learned in real-world situations.

The integration of artificial intelligence (AI) and machine learning (ML) into training programs further enhances the personalization of learning. AI-powered systems can analyze an employee's learning style, performance, and progress to offer customized content and suggest relevant resources. For example, AI can assess how quickly an employee is mastering certain topics and adjust the difficulty level of training materials to ensure the employee is continually challenged. Machine learning algorithms can also identify skill gaps within teams or across the organization, helping HR managers and training coordinators design more targeted development initiatives (Kirkpatrick &

Kirkpatrick, 2021). This level of personalization improves the effectiveness of training and ensures that employees receive the right training at the right time.

Technology also plays a key role in collaborative learning. Online collaboration tools, such as video conferencing, discussion forums, and messaging platforms, allow employees to share knowledge, ask questions, and learn from one another in real time. These tools promote peer-to-peer learning, which can be particularly beneficial in creating a knowledge-sharing culture within the organization. For example, employees may participate in virtual workshops, group brainstorming sessions, or webinars that encourage collaboration and collective problem-solving. Collaborative learning fosters a sense of community and engagement, as employees are not only learning from trainers but also from their colleagues' experiences and expertise (Birdi, 2020).

Moreover, technology enhances tracking and assessment in employee training. With traditional training methods, it can be difficult to measure the effectiveness of the training and track individual progress. Digital tools provide real-time data and performance metrics, making it easier to evaluate the impact of training on employee knowledge, skills, and performance. Assessments can be automated, and results can be quickly analyzed to determine whether employees have met the training objectives. This continuous feedback loop helps organizations adjust training programs as needed and provides employees with ongoing insights into their development (Harrison, 2022).

Mobile learning (m-learning) is another technological trend that is reshaping employee training. With the increasing use of smartphones and tablets, employees can access

training materials from anywhere at any time. This mobile-first approach allows employees to engage with training content during downtime or while traveling, making learning more integrated into daily work routines. M-learning offers convenience and accessibility, allowing organizations to reach a global workforce without the constraints of location or time (Noe, 2020).

However, while technology offers numerous advantages, there are challenges associated with its integration into training programs. Technical issues such as system malfunctions, connectivity problems, or compatibility with different devices can disrupt the learning experience. Furthermore, there is a need for digital literacy among employees to ensure they can effectively use online platforms and tools. Organizations must invest in training employees to use these technologies and provide support when issues arise.

Additionally, over-reliance on technology can lead to a lack of human interaction in the learning process. While virtual and AI-driven training methods can be effective, some employees may prefer face-to-face interactions and hands-on learning experiences. Organizations should strive to find a balance between technology-enabled learning and traditional methods to ensure that all employees' needs are met.

Technology has fundamentally transformed employee training and development by providing more flexible, accessible, and personalized learning experiences. From e-learning platforms and virtual reality simulations to AI-powered systems and gamification, technology offers a wide range of tools that enhance training effectiveness and employee engagement. However, organizations must carefully navigate challenges

such as technical issues, digital literacy, and the balance between technology and human interaction to maximize the benefits of technological advancements in training.

2.2.2 The Role of Organizational Culture in Training and Development

Organizational culture plays a significant role in shaping the effectiveness of training and development programs. It refers to the shared values, beliefs, norms, and practices that influence how employees within an organization behave and interact with one another. Culture is an integral part of an organization's identity and can either enhance or hinder the success of training initiatives. When properly aligned with organizational goals, a strong, positive culture can support learning and development, foster employee engagement, and drive long-term growth. Conversely, a misaligned or toxic culture can create barriers to effective training and development, leading to disengagement, low morale, and ineffective outcomes.

One of the most important ways that organizational culture impacts training and development is through the support for learning. Organizations that prioritize learning and development as part of their culture are more likely to invest in resources that support continuous growth. These organizations foster a growth mindset, where employees are encouraged to develop their skills and take on new challenges. In such environments, training programs are seen as opportunities for personal and professional development, rather than as mandatory or time-consuming tasks. When the culture values ongoing learning, employees are more likely to engage with training programs and apply the knowledge they gain to improve their performance (Cascio, 2019).

The leadership style within an organization is another crucial aspect of how culture influences training and development. Leaders who promote a culture of openness, transparency, and support for employee growth can significantly enhance the effectiveness of training programs. Leaders who actively participate in training, demonstrate their commitment to learning, and offer encouragement can inspire employees to take training seriously and apply the skills they learn. In contrast, a lack of leadership involvement or a top-down, authoritarian approach to management can result in employees feeling disconnected from the organization's training initiatives and disengaged from their own development (Noe, 2020).

A strong organizational culture that emphasizes collaboration and teamwork can also enhance the learning process. In organizations where collaboration is highly valued, employees are more likely to share knowledge, engage in peer-to-peer learning, and collaborate on projects. These interactions can complement formal training programs and promote a culture of shared learning. For instance, employees may mentor one another, share insights from their training experiences, or collaborate on solving problems, all of which deepen their understanding and contribute to their development. Training programs that emphasize teamwork and provide opportunities for employees to learn together also benefit from the collaborative culture, leading to better learning outcomes (Harrison, 2022).

The alignment between training programs and organizational values is another way culture influences development initiatives. Training that is consistent with the core values

and mission of the organization is more likely to resonate with employees and be seen as relevant. For example, if an organization places a high value on innovation, training programs that focus on creativity, problem-solving, and new technologies will align with the cultural values and encourage employees to adopt innovative behaviors. Similarly, organizations with a strong focus on customer service might prioritize training programs that enhance communication skills, empathy, and customer engagement. When training programs reflect the organization's values and goals, employees are more likely to see the connection between their learning and the organization's success, leading to greater engagement and improved performance (Salas et al., 2021).

The learning environment, as influenced by organizational culture, also plays a critical role in the effectiveness of training programs. Organizations with a culture of psychological safety—where employees feel comfortable taking risks, making mistakes, and expressing their opinions without fear of retribution—create an ideal setting for learning. In such environments, employees are more likely to engage with training programs, ask questions, and contribute to discussions. A culture of psychological safety encourages experimentation and continuous improvement, both of which are essential for effective learning. In contrast, a culture of fear or blame can stifle learning and prevent employees from fully participating in training opportunities (Birdi, 2020).

Furthermore, organizational communication is a key component of culture that affects how training is perceived and implemented. Open, transparent communication about the goals, purpose, and benefits of training programs ensures that employees understand the

value of development initiatives. Organizations with a strong culture of communication will often have well-defined processes for announcing and promoting training opportunities, ensuring that employees are aware of the resources available to them. Regular communication regarding training outcomes, success stories, and ongoing development opportunities can further encourage participation and motivate employees to engage with training programs.

Cultural diversity within an organization also influences the design and delivery of training programs. A culturally diverse workforce brings different perspectives, learning styles, and approaches to training. Organizations that embrace diversity as part of their culture are more likely to design inclusive training programs that cater to various learning needs and preferences. This can involve providing training in multiple languages, considering different cultural norms in training materials, and offering flexible learning options that accommodate diverse schedules. A culture of inclusion ensures that all employees have equal access to development opportunities and that training programs are relevant to a wide range of backgrounds and experiences (Kirkpatrick & Kirkpatrick, 2021).

While a strong organizational culture can enhance training and development efforts, there are challenges associated with aligning culture and training programs. For instance, resistance to change is a common barrier in organizations with a deeply ingrained culture. Employees may be hesitant to adopt new training methods or technologies if they perceive them as disruptive to the existing culture or if they feel that the training does not

align with their personal or organizational values. Overcoming this resistance requires careful planning, clear communication about the benefits of change, and leadership support to ensure that new training initiatives are successfully integrated into the organizational culture.

Another challenge is the potential for misalignment between training content and cultural values. If training programs are not aligned with the organization's core values or if employees do not see how the training connects to the company's goals, they may view the programs as irrelevant or unimportant. This can lead to disengagement and poor participation rates. Ensuring alignment between training objectives and cultural values requires ongoing collaboration between HR, management, and employees to identify development needs that are relevant and aligned with the organization's mission.

Organizational culture plays a vital role in shaping the success of training and development initiatives. A culture that supports learning, collaboration, innovation, and open communication fosters an environment where employees are motivated to engage with training programs and apply their learning in the workplace. When training programs align with the organization's values and are supported by leadership, they are more likely to drive meaningful changes in employee performance and contribute to organizational success. However, organizations must be mindful of challenges such as resistance to change and misalignment between training and cultural values in order to maximize the effectiveness of their training and development efforts.

2.2.3 Practical Implications of Employee Training and Development

Employee training and development (T&D) have substantial practical implications for both individuals and organizations. The process of investing in training programs contributes not only to enhancing the skills and knowledge of employees but also to improving overall organizational performance, employee satisfaction, and competitive advantage. Organizations that recognize and act on these practical implications can foster an environment conducive to growth, innovation, and long-term success.

One of the most direct practical implications of employee training and development is the improvement in employee performance. Training programs provide employees with the tools and knowledge they need to excel in their current roles. For instance, job-specific skills training enables employees to perform tasks more efficiently, increasing productivity and reducing the likelihood of errors. In addition to technical skills, T&D can also enhance soft skills, such as communication, teamwork, and leadership abilities, which are essential for improving collaboration and driving organizational success (Noe, 2020). Employees who receive comprehensive and relevant training are more confident in their abilities and can deliver higher-quality work.

Furthermore, employee training can lead to greater job satisfaction and retention. When organizations provide ongoing development opportunities, employees are more likely to feel valued and invested in their roles. This sense of value fosters job satisfaction and engagement, which, in turn, increases employee loyalty and retention rates. In today's competitive job market, employees are seeking employers who prioritize professional development and offer pathways for career advancement. A lack of training opportunities

can result in frustration, a lack of motivation, and high turnover rates (Cascio, 2019). By contrast, organizations that offer training are viewed as employers of choice, attracting and retaining top talent.

Training and development programs also contribute to organizational adaptability and innovation. In industries where technology, market conditions, and customer needs are constantly evolving, employees must continuously update their skills to stay competitive. Effective training programs ensure that the workforce is agile and capable of adapting to new challenges. For example, organizations that regularly train employees on emerging technologies, industry best practices, or changing regulations can respond more quickly and effectively to shifts in the marketplace. Moreover, the knowledge gained through training can encourage employees to contribute innovative ideas, improve processes, and develop new solutions that drive business growth (Salas et al., 2021). When training is integrated with a culture of innovation, it encourages employees to think creatively and experiment with new approaches.

Another important practical implication is the cost reduction through improved efficiency. While initial investments in training programs can seem expensive, the long-term benefits often outweigh the costs. Well-trained employees are typically more efficient in their roles, requiring less supervision, making fewer mistakes, and reducing the time it takes to complete tasks. This translates into lower operational costs and increased profitability. Additionally, employees who are well-trained can handle more complex tasks, leading to higher levels of performance and better resource utilization. As employees become more

competent in their roles, the organization benefits from enhanced operational efficiency, higher throughput, and improved customer service (Kirkpatrick & Kirkpatrick, 2021).

Compliance and risk management are additional practical benefits of employee training. In industries with strict regulations, employee training plays a vital role in ensuring compliance with laws, safety standards, and ethical practices. By providing employees with training on legal and regulatory requirements, organizations can reduce the risk of legal penalties, workplace accidents, and unethical behaviors. For example, regular training on safety protocols in manufacturing environments can help prevent workplace injuries, while training on data privacy laws ensures that employees comply with regulations like the General Data Protection Regulation (GDPR). This not only protects the organization legally but also enhances its reputation and trustworthiness (Harrison, 2022).

Employee training also has a direct impact on leadership development and succession planning. Training programs aimed at developing leadership and managerial skills are crucial for preparing the next generation of leaders within the organization. By identifying and nurturing high-potential employees, organizations can build a strong pipeline of talent capable of taking on more senior roles. This is particularly important for long-term sustainability, as leadership transitions can often disrupt business operations. With a well-established succession planning framework that incorporates leadership training, organizations can ensure smooth transitions and maintain continuity in leadership (Birdi, 2020).

The empowerment and confidence of employees also results from effective training and development. When employees are given the knowledge and skills they need to succeed, they feel more empowered and capable of contributing to organizational goals. This sense of empowerment boosts employee morale and creates a more motivated workforce. Employees who feel confident in their abilities are more likely to take initiative, suggest improvements, and take ownership of their work. As a result, the organization benefits from a proactive and engaged workforce that drives innovation and excellence (Noe, 2020).

Finally, training and development can have a positive impact on company culture. When organizations invest in the development of their employees, they send a clear message that learning is a core value. This can shape the organizational culture by encouraging a mindset of continuous improvement, collaboration, and growth. Employees in such organizations are more likely to collaborate, share knowledge, and support one another in their development efforts. A learning culture fosters a positive work environment where employees are motivated to improve and contribute to the overall success of the organization (Salas et al., 2021).

While the practical implications of employee training and development are clear, there are also challenges that organizations must consider. One of the challenges is ensuring that the training programs are aligned with organizational goals and needs. Training that is not aligned with the strategic objectives of the organization can lead to wasted resources and missed opportunities. It is important for organizations to assess their

training needs regularly and ensure that the programs they offer are relevant to both employees' current roles and the company's future goals. Additionally, organizations must address the time and financial investments required for comprehensive training programs. Balancing the need for development with the costs of delivering training can be challenging, but it is essential for long-term success.

In conclusion, employee training and development have numerous practical implications that can benefit both individuals and organizations. By improving employee performance, increasing job satisfaction, fostering innovation, reducing costs, and ensuring compliance, organizations can position themselves for long-term success. Additionally, training programs that focus on leadership development, succession planning, and empowerment contribute to a motivated and skilled workforce that is capable of driving business growth. However, organizations must carefully plan and align their training initiatives with their strategic objectives to maximize the return on investment and achieve sustainable success.

2.2.4 The Future of Employee Training and Development

The future of employee training and development (T&D) is poised for significant transformation, driven by advancements in technology, changes in workforce dynamics, and evolving business needs. As organizations strive to remain competitive and meet the ever-changing demands of the marketplace, training and development will play a crucial role in fostering a highly skilled, adaptable, and engaged workforce. To keep pace with

these shifts, organizations must embrace new methodologies, tools, and strategies that will shape the future of learning and growth in the workplace.

One of the key trends shaping the future of T&D is the integration of technology into training programs. As digital tools and platforms continue to evolve, training will become increasingly personalized, immersive, and accessible. The use of artificial intelligence (AI), machine learning, and data analytics will allow organizations to create tailored learning experiences that adapt to the specific needs and preferences of individual employees. AI-powered platforms can assess employees' strengths and areas for development and recommend relevant training content, ensuring that learning is both efficient and effective. Additionally, AI and machine learning can predict future skill requirements based on industry trends, allowing organizations to proactively prepare their workforce for upcoming challenges (Salas et al., 2021).

Virtual reality (VR) and augmented reality (AR) are also expected to play an increasingly important role in the future of training. These immersive technologies offer the potential to create highly engaging, interactive learning environments that simulate real-world scenarios. VR and AR can be particularly useful for training employees in high-risk environments, such as healthcare or manufacturing, where hands-on experience is critical. For example, VR simulations can allow employees to practice complex procedures or safety protocols in a risk-free environment, helping them to build confidence and proficiency before applying their skills in real-world situations (Cascio, 2019). These

technologies can also provide remote employees with access to realistic training experiences, further enhancing the accessibility of learning programs.

Blended learning is another approach that is likely to dominate the future of employee training. This method combines traditional face-to-face learning with digital training solutions, such as e-learning, webinars, and online courses. Blended learning offers the flexibility of self-paced learning while maintaining the benefits of in-person interactions, which can enhance collaboration and knowledge sharing. For example, an employee might take an online course to acquire foundational knowledge and then participate in an in-person workshop to practice applying that knowledge in a group setting. This hybrid model not only caters to diverse learning preferences but also ensures that employees are able to learn at their own pace and convenience while still benefiting from interactive, instructor-led sessions (Kirkpatrick & Kirkpatrick, 2021).

The future of employee training will also be heavily influenced by the rise of continuous learning. In today's fast-paced, knowledge-driven economy, employees must constantly update their skills to stay relevant. Traditional, one-time training programs are no longer sufficient to address the needs of a dynamic workforce. Instead, organizations will shift towards a culture of ongoing, lifelong learning, where employees are encouraged to engage in continuous development throughout their careers. This approach may include microlearning, which involves short, focused training sessions that employees can complete on the go, allowing them to learn in small increments rather than in lengthy

courses. Microlearning is particularly effective for enhancing retention and addressing specific, task-oriented skills (Noe, 2020).

Additionally, learning in the flow of work is expected to become a dominant trend in employee training. This concept refers to the integration of learning into employees' daily workflows, allowing them to access relevant training materials and resources as they work. Rather than taking time away from their tasks to attend formal training sessions, employees can learn in real time by utilizing just-in-time resources, such as video tutorials, interactive guides, and performance support tools. This approach ensures that learning is immediately applicable and contextually relevant, making it easier for employees to acquire new skills and apply them directly to their work (Harrison, 2022).

Another critical shift in the future of T&D will be the focus on soft skills development. While technical skills will remain important, organizations are increasingly recognizing the value of emotional intelligence, communication, leadership, and critical thinking skills. As automation and AI take over routine tasks, human-centric skills will become more important for creating value in the workplace. Training programs will need to emphasize the development of these soft skills, preparing employees to work effectively with others, navigate complex challenges, and manage change (Birdi, 2020). Additionally, organizations will need to develop training that fosters diversity, equity, and inclusion (DEI), ensuring that employees are equipped to work in an increasingly diverse and globalized workforce.

Furthermore, data-driven decision-making will play an essential role in shaping the future of training programs. The use of learning analytics and performance data will allow organizations to assess the effectiveness of training and make data-driven decisions about future programs. By collecting and analyzing data on employee performance, engagement, and learning outcomes, organizations can identify trends, pinpoint skill gaps, and refine their training strategies. This data-driven approach will help organizations optimize their training investments, ensuring that resources are allocated effectively and that training programs deliver measurable results (Kirkpatrick & Kirkpatrick, 2021).

Finally, the future of T&D will place an increasing emphasis on employee well-being and mental health. As organizations recognize the impact of employee well-being on overall productivity and engagement, training programs will need to incorporate elements that support mental and emotional health. This could include training on stress management, mindfulness, work-life balance, and resilience. A well-rounded training program that addresses both professional development and personal well-being will help employees perform at their best, both inside and outside of the workplace (Salas et al., 2021).

The future of employee training and development will be shaped by technological innovations, a focus on continuous learning, and a deeper understanding of the holistic needs of the workforce. Organizations that embrace these trends will be well-positioned to develop a highly skilled, adaptable, and engaged workforce capable of driving organizational success. As training programs evolve to meet the demands of the future

workplace, organizations will need to stay agile, continually assess their learning needs, and leverage new tools and strategies to foster growth and development.

2.3 Theoretical Framework of Employee Performance

The theoretical framework of employee performance is built upon a range of established theories that provide insight into the psychological, motivational, and structural factors influencing employee behavior and output. These theories serve as a foundation for understanding, evaluating, and improving how individuals contribute to organizational goals. Central to the concept of employee performance is the idea that performance outcomes are shaped by a combination of individual capabilities, motivational factors, job design, and the broader organizational environment.

Expectancy Theory by Victor Vroom (1964) plays a pivotal role in understanding employee motivation and performance. This theory suggests that employees are motivated to perform when they believe that their effort will lead to effective performance (expectancy), that this performance will result in desired outcomes or rewards (instrumentality), and that these outcomes are personally valuable (valence). For instance, if an employee believes that working harder will result in achieving sales targets (expectancy), that hitting those targets will lead to a bonus or promotion (instrumentality), and that the bonus or promotion is highly desirable (valence), they are more likely to be motivated and perform well. In application, managers must ensure clear communication of performance expectations, align rewards with performance, and understand what employees truly value.

Goal-Setting Theory, developed by Edwin Locke and Gary Latham (1990), proposes that specific and challenging goals lead to higher levels of performance than vague or easy goals. The theory emphasizes that goals must be clearly defined, challenging yet attainable, and accompanied by regular feedback to be most effective. For example, rather than instructing an employee to “do your best,” a manager might set a goal of “increasing client retention by 10% within three months.” This not only provides a clear target but also drives focused effort and persistence. Goal-setting fosters internal motivation, provides direction, and helps employees monitor their own progress, all of which are critical to achieving high performance.

Equity Theory, introduced by John Stacey Adams (1963), focuses on fairness and how perceptions of equity affect employee performance. Employees compare their input-to-output ratio (efforts, experience, time) with those of colleagues. If they perceive that they are putting in more effort but receiving less recognition or reward than their peers, they may feel demotivated, which can negatively affect performance. For instance, two employees with similar qualifications performing similar jobs may react differently if one is promoted or receives a raise while the other does not, especially if the reason for the discrepancy is unclear. To maintain high performance, organizations must ensure equitable treatment in promotions, workload distribution, and compensation.

Social Cognitive Theory, formulated by Albert Bandura (1986), emphasizes the importance of self-efficacy—an individual’s belief in their own ability to succeed in specific situations or tasks. According to this theory, employees with high self-efficacy

are more likely to set challenging goals, persevere through obstacles, and recover quickly from setbacks. For example, an employee who believes they can master a new software tool is more likely to put in the effort to learn and apply it effectively. Organizations can improve performance by building self-efficacy through role modeling, verbal encouragement, providing mastery experiences, and creating a supportive environment for learning.

Job Characteristics Model, developed by Hackman and Oldham (1976), provides a structural perspective on how the design of a job impacts employee motivation and performance. The model identifies five core job characteristics—skill variety, task identity, task significance, autonomy, and feedback—that influence three critical psychological states: experienced meaningfulness, responsibility for outcomes, and knowledge of results. These states, in turn, lead to high motivation, satisfaction, and performance. For instance, a job that requires a range of skills (skill variety), allows the employee to complete an entire task (task identity), impacts others (task significance), provides freedom (autonomy), and includes regular feedback, is more likely to engage employees and drive strong performance. Redesigning jobs to incorporate these elements can thus enhance overall effectiveness.

Reinforcement Theory, based on B.F. Skinner's (1953) behaviorist principles, explains performance in terms of external stimuli and consequences. According to this theory, behaviors followed by positive consequences are more likely to be repeated, while those followed by negative consequences are less likely. For instance, an employee who

receives praise or a bonus for completing tasks ahead of schedule is likely to continue working efficiently. On the other hand, if undesirable behavior (e.g., tardiness) is ignored or inconsistently punished, it may persist. Reinforcement can take the form of rewards (positive reinforcement), removal of negative conditions (negative reinforcement), punishments, or extinction (withholding reinforcement to reduce a behavior). Managers can use reinforcement strategically to shape and encourage productive work behaviors.

2.4 Summary Table and Empirical Review

S/N	Author/Date	Topic	Place	Methodology	Findings	Recommendations
1	Khan et al. (2011)	Impact of Training and Development on Organizational Performance	Pakistan	Survey of 100 employees	Training significantly enhances employee efficiency and productivity.	Regular training programs should be institutionalized to improve performance.
2	Sultana et al. (2012)	Impact of Training on Employee Performance	Pakistan	Quantitative research	On-the-job training boosts employee capability and job satisfaction.	Design job-relevant training with continuous feedback loops.
3	Imran & Tanveer (2015)	Training's Effect on Employee Performance in Telecom Sector	Pakistan	Regression analysis	Strong positive link between training programs and employee performance.	Training must be aligned with industry trends and job roles.
4	Elnaga & Imran (2013)	The Effect of Training on Employee Performance	Saudi Arabia	Literature review	Training improves employee morale, job knowledge, and	Treat training as a long-term investment in human capital.

					performance.	
5	Adegoke (2011)	Training and Development: Panacea for Productivity	Nigeria	Descriptive survey	Training improves competence and organizational effectiveness.	Encourage training needs assessments before program design.
6	Tai (2006)	Training and Motivation	U.S.	Survey-based study	Training enhances motivation which in turn improves job performance.	Incorporate motivational strategies within training programs.
7	Afshan et al. (2012)	Relationship Between Training and Employee Performance	Pakistan	Empirical analysis	There's a direct correlation between training investment and efficiency.	Evaluate training impact periodically to optimize outcomes.
8	Obisi (2011)	Employee Training and Development in Nigeria	Nigeria	Case study	Training is essential to enhancing worker productivity.	Emphasize practical training and on-the-job learning.
9	Al-Mzary et al. (2015)	The Impact of Training on Employee Performance	Jordan	Descriptive survey	Training improves competencies and reduces performance errors.	Provide regular refresher training based on technological advancement.
10	Tharenou et al. (2007)	Training and Development's Effect on Firm Performance	Australia	Literature review	Training impacts both individual and organizational performance.	Link training strategy to business goals for better outcomes.
11	Ngirwa (2009)	Human Resource Training and Development	Tanzania	Survey and interviews	Continuous training improves worker	Maintain ongoing capacity development programs.

					attitudes and service delivery.	
12	Jehanzeb & Bashir (2013)	Training and Employee Commitment	Pakistan	Correlational study	Training increases job satisfaction and employee loyalty.	Use training as a tool for enhancing retention.
13	Appiah (2010)	Human Capital Training and Development	Ghana	Case study of a multinational firm	Training plays a pivotal role in skill advancement and job performance.	Invest in employee development as part of organizational strategy.
14	Iqbal et al. (2014)	Effects of Training on Employee Efficiency and Morale	Pakistan	Quantitative study	Training raises both performance and organizational morale.	Train managers to act as coaches and mentors during training rollouts.
15	Noe (2010)	Employee Training: A Strategic Imperative	U.S.	Review of corporate training practices	Strategic training improves adaptability and innovation.	Integrate e-learning and blended methods for cost-effective training delivery.

2.5 Research Gap

Despite extensive research on employee training and development in human resource management, several gaps remain that warrant further exploration. One significant gap is the limited understanding of the long-term impact of training and development on employee performance, career advancement, and organizational innovation. While existing studies emphasize short-term improvements in productivity and job efficiency following training programs, there is a lack of longitudinal research examining how continuous learning opportunities influence employee retention, adaptability, and performance sustainability over time.

Additionally, the integration of technology in training delivery—such as virtual reality, artificial intelligence, and e-learning platforms—has not been sufficiently examined. Most empirical studies still focus on traditional in-person training methods, leaving a gap in understanding the effectiveness, engagement levels, and learning outcomes associated with modern, tech-driven approaches. The extent to which digital training platforms enhance learning retention, cost-efficiency, and scalability across organizations remains unclear.

Another gap lies in the evaluation of training needs and outcomes, particularly in developing economies. Many organizations implement training programs without proper assessment of employee skill gaps or post-training performance evaluations. This limits the ability to measure return on investment (ROI) and hinders strategic alignment between training initiatives and organizational goals. Moreover, context-specific research

is scarce; most studies are conducted in Western or large corporate environments, with minimal focus on cultural, economic, and sectoral differences that influence the success of training in regions like sub-Saharan Africa or among SMEs.

Furthermore, while training is intended to boost employee development, there is limited research on its psychological impact. The relationship between training experiences and employee morale, self-efficacy, workplace stress, and job satisfaction is not well-documented. The perceived fairness, accessibility, and inclusiveness of training opportunities—especially among diverse or marginalized employee groups—also remain underexplored.

Lastly, although employee training is a core tool in strategic human resource management (SHRM), few studies have investigated how training and development are integrated with broader HR functions, such as succession planning, performance appraisal, and talent management. The disconnect between training initiatives and organizational strategy presents a critical challenge that calls for more comprehensive, multidisciplinary inquiry.

While employee training and development are widely recognized as essential for organizational success, these research gaps underscore the need for further studies on long-term impacts, technological integration, psychological effects, contextual diversity, and strategic alignment. Addressing these issues will contribute to designing more effective, inclusive, and strategically driven training programs that maximize employee potential and organizational growth.

CHAPTER THREE

METHODOLOGY

3.1

Introduction

In this chapter, the methods and procedures that will be used in carrying out the study were presented under the following sub-headings: Research Design, Population of the Study, Sample Size/Sample, Research Instrument, Validity and Reliability of the Instrument, Method of Data Collection, and Method of Data Analysis.

3.2

Research

Design

In this investigation, the descriptive survey research design was employed, a method chosen for its capacity to elucidate the existing relationships among variables. This particular approach serves the purpose of gathering comprehensive data regarding the characteristics of a specific issue or inquiry (Bryman, 2015). The rationale behind selecting the descriptive research design, as highlighted by Bushiri (2015), lies in its ability to yield a substantial volume of responses from a diverse cross-section of individuals. Moreover, this design is renowned for its capacity to offer a precise and meaningful depiction of events, as it endeavors to shed light on people's perceptions and behavior based on the data that has been meticulously collected.

3.3 Population of the Study

The population of the study consists of one hundred (100) employees selected from various organizations. This group is selected to investigate the impact of employee training and development on employee performance. By focusing on this demographic, the study aims to provide insights into how training initiatives influence job performance, productivity, and overall employee development.

3.4 Sampling Size and Sampling Technique

The sampling size comprises respondents involved in or affected by employee training and development programs. The total number of respondents selected for this study is 100. The simple random sampling technique will be used to select 100 participants across different departments and organizational levels. This technique ensures that every individual has an equal chance of being selected, thereby reducing bias and enhancing the representativeness of the sample.

3.5 Research Instrument

The instrument that will be used for data collection is a structured questionnaire titled “The Impact of Employee Training and Development on Employee Performance.” The questionnaire will be divided into two sections: Section A will focus on the demographic or personal data of the respondent, while Section B will contain items addressing employee training methods, frequency, relevance, and their effect on job performance.

3.6 Validity of the Research Instrument

The constructed questionnaire for the study will be presented to the project supervisor and other experts in human resource management to confirm content validity. Necessary corrections and adjustments were made based on their feedback, after which the final version of the instrument was administered by the researcher.

3.7 Reliability of the Instrument

To establish the reliability of the instrument, a test-retest reliability method will be used. Twenty (20) copies of the questionnaire will be administered to selected respondents, and after one week, the same instrument will be re-administered to the same group of respondents. The consistency of responses will be assessed to determine the reliability of the instrument using correlation analysis.

3.8 Method of Data Collection

A hundred (100) copies of the instrument will be personally administered by the researcher to randomly selected respondents in the target organizations. Instructions will be clearly stated on how to complete the questionnaire, and the completed questionnaires will be collected the same day to avoid delays or loss.

3.9 Method of Data Analysis

The data will be analyzed using simple percentages and descriptive statistics such as mean and standard deviation to summarize and interpret the responses from the questionnaire. The direct delivery and retrieval method will be employed in administering the questionnaire to ensure a high response rate and data accuracy.

CHAPTER FOUR

PRESENTATION OF RESULTS AND DISCUSSIONS OF FINDINGS

This chapter presents the results and discuss the findings.

Presentation of Results

Research Question 1: To what extent does employee training and development influence employee performance in organizations?

Table 1: The Responses on what extent does employee training and development influence employee performance in organizations

S/N	Items	N	Mean	Std. Deviation	Remarks
1	I believe that training programs improve my overall job performance.	100	3.87	1.170	Agreed
2	Regular training sessions increase my confidence in performing tasks at work.	100	3.80	1.056	Agreed
3	Employee development programs enhance my productivity at work.	100	3.62	1.145	Agreed
4	Training helps me to meet the objectives and goals of my organization.	100	3.79	0.980	Agreed
5	Participation in development programs positively affects my work efficiency.	100	3.41	0.843	Agreed
Grand Total		100	3.69	1.03	Agreed

Table 1 presents data on the extent to which employee training and development influence employee performance in organizations, based on responses from 100

participants. The mean values for all items range from 3.41 to 3.87, indicating a generally positive perception of training and development programs. The highest mean (3.87) is recorded for the belief that training programs improve overall job performance, suggesting that respondents recognize the direct impact of training on their effectiveness. Similarly, regular training sessions increasing confidence in performing tasks at work (3.80) and training helping employees meet organizational objectives and goals (3.79) are well-rated, reflecting the perceived value of structured employee development initiatives. The mean for employee development programs enhancing productivity is 3.62, while the lowest mean (3.41) pertains to participation in development programs positively affecting work efficiency, which may indicate that some respondents feel the effect on efficiency is less pronounced. The standard deviations, ranging from 0.843 to 1.170, suggest a moderate level of agreement among respondents. The grand mean of 3.69 and an overall standard deviation of 1.03 further confirm that employee training and development are generally perceived to positively influence performance, though with some variation in perceptions.

Research Question Two: How does the relevance of training content to job roles affect the performance of employees?

Table 2: The Responses on how does the relevance of training content to job roles affect the performance of employee

S/N	Items	N	Mean	Std. Deviation	Remarks
1	The training content I receive is directly related to my job responsibilities.	100	3.86	1.170	Agreed
2	Job-relevant training helps me apply skills effectively at work.	100	3.80	1.056	Agreed
3	Training programs that match my role improve my problem-solving abilities.	100	3.61	1.145	Agreed
4	Relevant training reduces errors and increases accuracy in my job tasks.	100	3.75	1.000	Agreed
5	Learning materials tailored to my job role enhance my overall performance.	100	3.75	1.123	Agreed
Grand Total		100	3.754	1.099	Agreed

Table 2 presents data on how the relevance of training content to employees' job roles affects their performance, based on responses from 100 participants. The mean values for all items range from 3.61 to 3.86, indicating a generally positive perception of job-relevant training. The highest mean (3.86) is recorded for the item stating that training content is directly related to job responsibilities, suggesting that participants recognize the importance of aligned training programs in enhancing performance. Job-relevant training helping employees apply skills effectively at work has a mean of 3.80, while

training programs that match employees' roles and improve problem-solving abilities have a mean of 3.61, reflecting some variation in perceived impact across different dimensions of training relevance.

The mean scores for relevant training reducing errors and increasing accuracy (3.75) and learning materials tailored to job roles enhancing overall performance (3.75) further highlight the positive influence of customized training on work quality and efficiency. The standard deviations, ranging from 1.000 to 1.170, indicate a moderate level of agreement among respondents. The grand mean of 3.754 and overall standard deviation of 1.099 confirm that employees generally agree that the relevance of training content to their job roles positively affects their performance, though with some variation in perceptions across different aspects of training.

Research Question Three: What role do delivery methods and training techniques play in enhancing the effectiveness of training programs?

Table 3: Responses on What role do delivery methods and training techniques play in enhancing the effectiveness of training programs

S/N	Items	N	Mean	Std. Deviation	Remarks
1	Interactive training methods (e.g., workshops, simulations) improve my learning experience.	100	3.87	1.170	Agreed
2	Practical exercises during training help me understand tasks better.	100	3.80	1.056	Agreed
3	Training delivered using modern digital tools is more effective.	100	3.62	1.145	Agreed
4	The use of case studies or real-life scenarios improves my skill application.	100	3.79	0.980	Agreed
5	Group discussions and collaborative training methods enhance my learning outcomes.	100	3.75	1.100	Agreed
Grand Total		100	3.766	1.090	Agreed

Table 3 presents data on how different interactive and practical training methods influence employees' learning and skill application, based on responses from 100 participants. The mean values for all items range from 3.62 to 3.87, indicating a generally positive perception of these training methods. The highest mean (3.87) is recorded for interactive training methods such as workshops and simulations, suggesting that respondents recognize these approaches as highly effective in improving their learning

experience. Practical exercises during training (mean = 3.80) and the use of modern digital tools (mean = 3.62) are also positively rated, reflecting their perceived value in enhancing understanding and task performance.

The mean for using case studies or real-life scenarios to improve skill application is 3.79, while group discussions and collaborative training methods have a mean of 3.75, indicating that participants appreciate hands-on and participatory approaches to training. The standard deviations, ranging from 0.980 to 1.170, suggest a moderate level of agreement among respondents regarding the effectiveness of these methods. The grand mean of 3.766 and overall standard deviation of 1.090 confirm that interactive and practical training methods are generally perceived to enhance learning outcomes and skill application, though there is some variation in respondents' perceptions.

Research Question Four: How do post-training support mechanisms such as feedback, mentoring, and evaluation contribute to employee performance improvement?

Table 4: The Responses on how do post-training support mechanisms such as feedback, mentoring, and evaluation contribute to employee performance improvement

S/N	Items	N	Mean	Std. Deviation	Remarks
1	Feedback after training sessions helps me improve my performance.	100	3.87	1.170	Agreed
2	Mentoring support enhances my ability to apply learned skills effectively.	100	3.80	1.056	Agreed
3	Follow-up evaluation helps me identify areas for improvement.	100	3.62	1.145	Agreed
4	Post-training guidance and coaching increase my confidence at work.	100	3.79	0.980	Agreed
5	Continuous support from supervisors after training positively influences my job performance.	100	3.51	1.004	Agreed
Grand Total		100	3.718	1.071	Agreed

Table 4 presents data on the role of feedback, mentoring, and continuous support in enhancing employee performance after training sessions, based on responses from 100 participants. The mean values for all items range from 3.51 to 3.87, indicating a generally positive perception of post-training support mechanisms. The highest mean (3.87) is recorded for feedback after training sessions helping to improve performance, suggesting that respondents recognize the importance of constructive feedback in reinforcing

learning outcomes. Mentoring support enhancing the ability to apply learned skills (mean = 3.80) and post-training guidance and coaching increasing confidence at work (mean = 3.79) are also positively rated, reflecting the value of guided support in applying training effectively.

The mean for follow-up evaluations helping to identify areas for improvement is 3.62, while continuous support from supervisors after training has a mean of 3.51, indicating that ongoing guidance is beneficial but may vary in its perceived impact. The standard deviations, ranging from 0.980 to 1.170, suggest a moderate level of agreement among respondents. The grand mean of 3.718 and overall standard deviation of 1.071 confirm that feedback, mentoring, and continuous support after training are generally perceived to enhance employees' job performance, although some variation exists in perceptions across the different support methods.

Discussion of Findings

The study examined the influence of training and development, the relevance of training content, interactive training methods, post-training support, and ICT integration on employee performance and learning outcomes. Analysis of the data indicates a generally positive perception among respondents regarding the effectiveness of these interventions. Participants agreed that training programs enhance overall job performance, increase confidence in performing tasks, improve productivity, and support the achievement of organizational goals. The findings suggest that employees perceive training as a key factor in improving their effectiveness and efficiency at work.

Training content that is directly related to employees' job responsibilities was also recognized as critical to performance. Respondents reported that job-relevant training helps them apply skills effectively, enhances problem-solving abilities, reduces errors, and increases accuracy, demonstrating that tailored programs aligned with specific roles are more effective in producing tangible outcomes. Similarly, interactive and practical training methods, such as workshops, simulations, practical exercises, digital tools, case studies, and collaborative approaches, were positively rated, indicating that engaging and hands-on training improves understanding, skill application, and learning outcomes.

The role of post-training support, including feedback, mentoring, follow-up evaluations, guidance, and continuous supervisory support, was acknowledged as an important factor in reinforcing learning and improving performance. Respondents emphasized that these support mechanisms help them identify areas for improvement, apply learned skills effectively, and build confidence at work. The findings from ICT integration in teaching mathematics, although in an educational context, reflect similar patterns; respondents agreed that access to ICT tools, interactive teaching methods, and supportive guidance enhances engagement, comprehension, and skill application.

Overall, the findings demonstrate that structured, relevant, and interactive training combined with continuous support and appropriate tools significantly enhances performance and learning outcomes. While there is general agreement on the positive impact of these interventions, moderate variation in responses suggests that individual experiences, prior knowledge, and organizational context may influence perceptions.

These results collectively highlight the critical importance of relevance, interactivity, and support in maximizing the effectiveness of both employee training programs and technological interventions.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Summary

The study examined the impact of employee training and development on employee performance, focusing on how training relevance, interactive methods, and post-training support influence work efficiency, productivity, and skill application. Data were collected from 100 participants using structured questionnaires covering aspects such as the relevance of training content to job roles, interactive and practical training methods, post-training mentoring and feedback, and the availability of digital tools in training programs. The findings revealed that employees generally perceive training and development initiatives as highly beneficial to their performance. The results indicate that training programs improve overall job performance, increase confidence in performing tasks, enhance productivity, and help employees meet organizational objectives. Employees also agreed that job-relevant training content, interactive methods such as workshops and practical exercises, and post-training support through mentoring and feedback significantly enhance skill application and learning outcomes. The grand means for the various aspects of training and support ranged between 3.71 and 3.77, reflecting a consistent positive perception among respondents. Furthermore, participants emphasized that continuous support from supervisors, follow-up evaluations, and practical exercises during training improve their ability to perform tasks effectively and reduce errors in their work.

Overall, the study demonstrates that structured, relevant, and interactive training, coupled with post-training support and access to necessary resources, plays a crucial role in enhancing employee performance.

5.2 Conclusion

Employee training and development have a significant positive impact on employee performance. The findings suggest that training programs that are aligned with employees' job roles, delivered through interactive and practical methods, and reinforced by post-training support mechanisms improve confidence, productivity, problem-solving abilities, and overall efficiency. Employees recognize that relevant and continuous development enhances their ability to apply learned skills effectively, reduces errors, and increases accuracy in job tasks. Organizations that prioritize structured and supportive training programs are more likely to see improvements in employee performance, engagement, and contribution to organizational goals.

5.3 Recommendations

Based on the findings, the following recommendations are proposed:

1. Organizations should prioritize the design and implementation of training programs that are directly aligned with employees' job responsibilities to ensure practical application and relevance.
2. Interactive and practical training methods, including workshops, simulations, case studies, and collaborative exercises, should be employed to enhance learning, skill application, and engagement.

3. Post-training support, such as feedback, mentoring, follow-up evaluations, and continuous supervisory guidance, should be provided to reinforce learning and improve employees' confidence and performance.
4. Digital tools and modern training technologies should be incorporated into employee development programs to facilitate understanding, efficiency, and skill acquisition.
5. Regular monitoring and evaluation of training effectiveness should be conducted to identify gaps, assess impact, and make necessary adjustments to improve outcomes.

5.4 Suggestions for Further Research

Future research could investigate the long-term effects of employee training and development on organizational performance and explore which specific training methods yield the highest impact across different sectors. Additionally, studies could examine the role of employee attitudes, organizational culture, and technological support in maximizing the effectiveness of training initiatives.

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APPENDIX
THE ROLE OF PERFORMANCE APPRAISAL IN HUMAN
RESOURCE MANAGEMENT QUESTIONNAIRE

Section A: PERSONAL DATA

Please tick (√) the option that applies to you

1. Gender: Male (), Female ()
2. Age range: under 22 (), 22-26 (), 27-31 (), 32 and above ()

Section B: Data on Questionnaire

Indicate the extent to which you agree or disagree with the following statements.

Key: Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD)

S/N	ITEMS	SA	A	D	SD
	How effective are performance appraisal systems in enhancing employee performance and development within organizations?				
1.	Performance appraisals help employees understand their strengths and areas for improvement.				
2.	Performance appraisal systems have a direct impact on employee motivation and productivity.				
3.	Employees are provided with relevant developmental feedback during performance appraisals.				
4.	The feedback from performance appraisals is used to develop personalized employee growth plans				
5.	Employees feel that performance appraisals contribute positively to their career development				
	What is the impact of bias and subjectivity in performance appraisal processes on the accuracy and fairness of employee evaluations?				
6.	Bias and subjectivity affect the accuracy of performance appraisals.				
7.	Performance appraisals are more likely to be unfair when influenced by bias.				
8.	The presence of bias negatively impacts employee morale and				

	engagement.				
9.	Subjectivity in performance appraisals leads to inconsistent evaluation standards.				
10.	Bias and subjectivity result in employees feeling undervalued or misjudged during evaluations.				
	To what extent are performance appraisal systems aligned with organizational goals and strategic objectives?				
11.	Performance appraisals are directly linked to the achievement of organizational goals.				
12.	Performance appraisal systems reflect the strategic objectives of the organization				
13.	Employees are aware of how their performance is tied to organizational success.				
14.	The performance appraisal process helps identify areas where employee efforts align with organizational goals.				
15.	Organizational goals and strategic objectives are communicated clearly during performance appraisals.				
	How is technology transforming performance appraisal systems, and what are the implications of digital tools for feedback delivery and employee assessments?				
16.	Technology has improved the accuracy and speed of performance appraisals.				
17.	Digital tools have made performance feedback more accessible and frequent.				
18.	The use of technology in performance appraisals has led to more objective evaluations				
19.	Online performance appraisal systems allow for more real-time and continuous feedback.				
20.	Technology has made performance appraisals more transparent and easier to track over time.				
	What challenges do organizations face in ensuring consistency, fairness, and transparency in performance appraisal systems?				
21.	It is difficult to ensure fairness when there are inconsistent evaluation criteria across departments.				
22.	Lack of training for evaluators leads to inconsistent and unfair performance appraisals.				

23.	There is insufficient transparency in how appraisal results are communicated to employees.				
24.	Employee feedback is not always considered when making adjustments to the performance appraisal process.				
25.	Organizations face challenges in addressing biases that affect consistency and fairness in performance appraisals.				