



IMPACT OF ON THE JOB TRAINING AND DEVELOPMENT ON EMPLOYEE'S PRODUCTIVITY LEVEL IN A PRIMARY INTERNATIONAL SCHOOL SETTING: A QUANTITATIVE STUDY

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Abstract

The importance of training and development inside private educational organizations cannot be over emphasized in today's competitive business environment. This study investigates the impact of on-the-job training (OJT) and development on employee productivity, efficiency, and organizational success in a primary international school setting. Utilizing a quantitative methodology and a structured questionnaire distributed to 44 academic and non-academic staff at Aldar Academy, the research employed SPSS for regression and correlation analyses. Findings reveal significant positive relationships between training and development and employee productivity ($R = .491$), efficiency ($R = .459$), and organizational success ($R = .598$). The study confirms that structured OJT programs enhance staff performance and overall institutional effectiveness. The study confirms that structured OJT programs enhance staff

performance and overall institutional effectiveness. These results underscore the importance of sustained investment in human capital development within educational institutions to foster innovation and adaptability. Thus it is critical for managements to continue educating their employees to stimulate the production of unique ideas that can improve and sustain employee productivity. This is required to keep up with changing technology trends and developments, as well as changing work conditions.

Keywords: Training, development, employee productivity, efficiency, organizational success

INTRODUCTION

Management of human resources is now an essential responsibility for every business that wishes to be successful. According to AL-Rawahi (2022), increasing the output that workers produce implies increasing the productivity and efficiency of those employees. According to Brown et al. (2019) and Hussain et al. (2023), for a business to succeed in today's economically competitive market, the business must invest in employee training that encourages creativity, originality, and innovation. Mohamed Akram and Siraji (2021) argue that human resource strategies, such as training and development, can increase productivity by allowing workers to acquire new skills and enhance existing ones.

According to Mahmud et al. (2019), it is imperative for businesses to allocate resources toward training and development programs. According to Kaplan-Mor et al. (2015), one of the most common ways to increase productivity in the workplace is to increase employee engagement. Multiple studies have demonstrated that a company's human resources are its most valuable asset (Ume Amen et al., 2021). Due to the importance of people to the prosperity of an organization, human resource capital is highly valued. "performance is a major multidimensional construct aimed at achieving results and has a strong link to an organization's strategic goals" (Gambo, 2015; Mohd Said et al., 2022).

Algharibeh et al. (2015) and Bilal et al. (2021) concur that fostering employees' personal and professional development is a crucial aspect of human resource management. It has been demonstrated that training has a significant impact on the growth and development of enterprises. There have been substantial shifts in the value of the average laborer over the past several decades. In addition, there has been a shift in workplace values, which has significantly impacted employees' opportunities to learn and advance their careers. Therefore, training is essential for augmenting employees' skills, zeal, and perspective. Employees will be better prepared to utilize new skills and persuade coworkers to implement more positive practices (Bilal et al., 2021).

Training and development opportunities may have a substantial impact on the productivity of an employee. This is merely the commencement of future improvements (Ume Amen et al., 2021). Methods of training and development approach, design, and administration are dissected (Ahmad et al., 2022).

Opportunities for learning and development increase employee productivity. According to Afriati and Ahmad (2022), prominent companies frequently invest in the professional development of their employees. It functions as the basis for all businesses. It is the foundation of any business. It is impossible to keep up with market changes and achieve organizational goals without an empowered workforce (Das, 2021). Properly trained employees have a greater chance of prospering and producing superior results. However, employees acquire a deeper understanding of their responsibilities on the job. The training here emphasizes practical experience in the field. As a result, both productivity and efficacy increase (Nmadu et al., 2021).

According to Ruggunan and Sooryamoorthy (2016), on-the-job training (OJT) refers to acquiring new knowledge and abilities while immersed in an environment that mimics the workplace. It is often used to acquire adept with a wide variety of equipment and instruments, and this may be done in either the actual world or in a simulated environment, depending on the learning environment. Grobler et al. (2018) define OJT as teaching employees the necessary knowledge and skills to perform their duties. The employees first get training and then put what they've learned into practice in their everyday lives. According to Na (2021), the value of OJT, to the total success of any new employee cannot be overstated. However, given the incredibly modern world that we live in, an approach to onboarding a new employee using techniques such as "sink or swim" is at grave risk of becoming severely out of date. One of the primary benefits of OJT is that it can be used immediately to educate workers on how to carry out the tasks they are responsible for. The study conducted by Na (2021) underlined the relevance of receiving training while working to foster innovation, further the organization's aims, and improve the quality of work that was carried out.

Practical experience is the primary source of an employee's knowledge (Bafaneli & Setibi, 2015). Some training categories (such as safety training and product knowledge) are better serviced by particular training techniques than others. During their OJT, learners gain practical experience in actual work settings. Therefore, it is advantageous to provide new employees with OJT to familiarize them with the industry and properly use the instruments and apparatus they will utilize.

Elevated levels of instability and uncertainty mark the contemporary business landscape and work environment (Chirumbolo et al., 2021; Masa'deh et al., 2016). All of this training is intended to provide the company with a competitive advantage, increase productivity, assure

the company's success, and make space for future expansion (Almajali et al., 2016; Altamony et al., 2016).

Training and development programs can help an organization build its human capital by exposing workers to new information, supporting the growth of current skills, enhancing productivity, and expanding the pool of possible employees for the firm. It is vital for enterprises to re-skill or up-skill their staff to prosper in the era of the Fourth Industrial Revolution and remain ahead of the competition (P. D. A. G. Awan & Kiren, 2016; Obeidat, 2016; WEF, 2018). Training and development programs are an excellent approach for organizations to get a competitive advantage (KG & Yajurvedi, 2022). These programs help individuals improve professionally while also assisting the firm as a whole in adjusting to changing circumstances. According to Tahir et al. (2015), training and development are vital for all personnel at all levels of an organization. This is due to the inevitable decay and obsolescence of one's talents over time and the resultant demand for upgrading.

Modern businesses must be adaptable to keep up with the accelerated changes in technology and the market. Globalization and the ever-changing preferences of consumers have made conducting business more difficult than ever. Only by investing in the education and growth of their employees can businesses surmount these obstacles. In today's increasingly globalized economy, with its diverse workforce and variety of cultural perspectives, firms must accommodate the training requirements of their employees (Oduor & Otuya, 2017). Training is believed to significantly impact organizational efficacy because it equips employees with the knowledge, perspective, and skills they need to perform their jobs successfully. Despite the increased cost of staff education, output has increased. In today's hyper-dynamic economy, competition for market share is intense. Therefore, it is essential to promote more optimistic attitudes and consistent training in the workplace (Goulart et al., 2022). Commonly, these objectives are attained through training and improvement initiatives.

According to Li et al. (2022) and Sánchez et al. (2019), training and development programs are intended to help employees advance within an organization and meet future human resource demands. Staff members can attain this objective through the development of latent skills and the acquisition of new ones. According to Najjar (2020), training teaches people the knowledge and skills they need to perform their duties successfully through formal and informal means. In contrast, development focuses on making employees more marketable in their current and future positions. Therefore, progress necessitates preparing for increased responsibility, obligation, and requirements. Companies must invest in training and development programs to maintain global competitiveness and adapt to social changes.

HRM is responsible for providing opportunities for employees to acquire new skills and advance in their current positions. Numerous scholarly investigations have recognized the significance of this particular function; S. H. Awan et al. (2020) observed that employees represent a costly yet indispensable asset, emphasizing the need to optimize their contribution towards attaining organizational objectives to ensure optimal performance. The speaker asserted that Human Resource Management-HRM must incorporate strategies for fostering growth and providing training opportunities to enhance productivity.

As the term "training" suggests, this environment requires acquiring new skills. A qualified individual works with trainees to teach them skills to enhance their current positions. Several recommendations were made by Kovalenko et al. (2021) in light of this: training is "any learning activity aimed at the acquisition of specific knowledge and skills for a job or a task." The second reason training is essential is that it is in demand within and outside the organization. On the other hand, training was analyzed in Kovalenko et al. (2021) as a systematic approach to influencing employee behavior to advance company objectives. When a person receives training to enhance their skills, they are better able to perform their duties and contribute to the success of their organization.

Kovalenko et al. (2021) define development as "any activity that is more concerned with career growth than immediate performance." Most companies provide training and development opportunities to prepare employees psychologically and emotionally for future employment. Its primary objective is to assist employees in acquiring the more generic skills they'll need to be successful in their selected professions. Human resource development is also known as human resources development. According to Dempsey et al. (2022), both expert and unskilled members of society require education and training to occupy available positions in the labor market. Human resources development or human resource development is increasing an organization's output by investing in its most valuable asset, its people. Other sources, such as Rasool et al. (2019), define PRM as "the process designed to maximize the use of an organization's human resources." A comprehensive approach is required to foster development in all areas of a person's potential, including technical skills, social graces, creative prowess, and leadership potential. Top-performing companies prioritize investing in their employees' future success.

LITERATURE REVIEW

This investigation is grounded in the Human Capital Theory's (HCT) theoretical framework. Schultz later revived Smith's theory of human capital, which states that spending money on a person's education and training increases that person's long-term earning potential

(Mayilyan & Yedigaryan, 2022). According to this theory, worker output increases when employees increase their knowledge and skills through formal education. Schultz argues that staff development programs or investment in the existing human resource can produce skilled human resources by providing appropriate OJT both within and outside the organization (through seminars, workshops, and conferences) and by fostering a positive working environment (through welfare care, such as promotions) for employees to flourish, according to the human capital theory devised by Aman-Ullah et al. (2022), an individual's or an organization's investment in a worker's education and development results in enhanced performance. According to the Human Capital Theory, employees can improve their chances of ascending the corporate ladder by pursuing advanced education and actively seeking promotion opportunities.

Concept of On-The-Job Training

In human resource management, training employees to perform their tasks effectively is a top priority (Elsafty & Oraby, 2022). Peers, supervisors, and mentors frequently conduct OJT to assist employees in becoming more comfortable with their responsibilities and acquiring the necessary skills. In a classroom setting, Na (2021) suggests instructors or more experienced employees use a seat or table to provide instruction and receive student feedback. It is possible to assign work to individuals or teams, with or without administrators or commanders. Working, learning, and developing competence simultaneously is one of the primary benefits of OJT, as it allows for the efficient development and practice of organization-specific management, team-leading, technical, marketing, manual, and administrative skills, as well as the benefits of realism and immediacy (Grobler et al., 2018).

Muhammad Abid et al. (2015) stipulate that employees should receive OJT to maximize available data. Training is a common means of fostering the professional development of individuals (Oliveira & Honório, 2020). According to Jain (2022), this method aids employees in gaining a deeper understanding of the business's operational procedures. There are efficient and cost-effective methods for teaching and exercising the technical, managerial, administrative, manual, and leadership skills essential to the success of any organization (Wang, 2023), thereby enhancing the organization's competitiveness. In this method, an employee receives detailed instructions on performing a task, followed by practice while closely supervised (H. O. Falola et al., 2015). OJT is advantageous because it is typically inexpensive, takes little time, is practice-based, requires repetition, and is administered in-house which is convenient for both the employer and the employee. In addition, personnel involves the

employee in two activities: acquiring new skills and performing his job, a vital contributor to the company's success.



Figure 1: On-the-job training
Source:(Korpi & Tåhlin, 2021)

Multiple researchers have identified numerous opportunities for OJT instruction (Abomeh & Peace, 2015; Piwowar-Sulej et al., 2023):

- **Job instruction:** A systematic approach to instructing employees on their duties. Systematic instruction is provided for each assignment.
- **Job rotation:** Transferring employees from one position or department to another is merely a method by which they can gain exposure to various business aspects.
- **Apprenticeship:** The construction, metal-trading, and printing industries all place a premium on competent laborers; therefore, training such as this is essential for positions such as electrician, mechanic, and carpenter. Due to the high cost of sustaining an infinite number of employees and strict oversight, it is impractical.
- **Induction training:** This training course has been designed to assist new workers in becoming familiar with their surroundings and aware of their duties as quickly as possible.

Significance of On-The-Job Training

The objective of OJT is to provide individuals with the knowledge and skills necessary to perform their duties successfully by utilizing existing instruments and materials in the workplace. Experiential learning may include elements such as formal instruction and development. According to Grobler et al. (2018), motivation, engagement, and application are the three most important learning principles for producing effective employees. Staff members who are dedicated to their work, curious about expanding their knowledge, and adept at implementing what they have learned in the real world.

According to Timsal et al. (2016), trainees' or employees' level of interest is essential to the success of any training program. When there are clear communication channels between a supervisor and their team, training is received with greater enthusiasm and openness. Employees who recognize how much training has enhanced their performance are intrinsically motivated to perform better. Timsal et al. (2016) define the effectiveness of a training program as its capacity to produce the intended outcomes. Everyone benefits when pupils participate actively and contribute to their education. OJT is useless if the acquired skills and knowledge cannot be applied in the workplace. The primary objectives of OJT are increased proficiency and output. The training they receive may do marvels for developing their skills.

Numerous enterprises around the world have adopted OJT due to the numerous benefits it provides. According to Grobler et al. (2018), these advantages accrue to employees who perform both on-site and remote work. Since they are evaluated in a simulation, their modifications will not impact the production version of the system. It helps employees prepare for future roles by providing them with relevant experience. They must bring their genuine task to the instruction location. OJT can potentially reduce training costs by millions of dollars for enterprises. According to Waduud and Ahmed (2015), many businesses have felt the strain of investing in the professional development of their employees. However, investment in employee education and development is deemed too expensive.

Training and Development

According to Fejoh and Faniran (2016), training is "a program of diet and exercise designed to increase an individual's effective, cognitive, and psychomotor skills to increase that individual's productivity" According to Hussain et al. (2023), training is "the learning process by which employees acquire the knowledge, skills, experience, and attitudes necessary to perform their jobs effectively and contribute to the organization's goals." Armstrong (2006) defines development as the increase in a person's level of knowledge and talent over time, from where they are now to where they will be in the future. It consists of educational opportunities that empower individuals to assume greater responsibilities. According to Sohail et al. (2023), development is "any effort that leads to the gaining of knowledge or skill for the sake of progress." Businesses frequently invest in their employees by providing educational opportunities.

According to Raza (2015), personnel training and development is one of the most pressing issues facing businesses today. A core team must be responsible for ensuring the company's seamless operation and conducting any necessary maintenance. And the only method to do so is to provide ample opportunities for learning and career advancement.

Investing in a workforce's training and development can only increase that workforce's output. Similar to delving into the origin of a problem to find its solution. This problem cannot be neglected by any business, large or small, regardless of the number of employees (four or four thousand). Organizational training and development are indispensable to eliminate unethical behavior in the future. "Training and development" is the process of providing employees with training, workshops, coaching, mentoring, and other learning opportunities to inspire, challenge, and motivate them to perform the responsibilities of their position to the best of their ability and within the parameters established by local, state, and federal governments and licensing organizations. According to Anjum (2020), businesses frequently provide formal training programs to equip employees with the skills, behaviors, and attitudes necessary for their success on the job.

There is a wide variety of definitions for training and development, but Noe (2008) listed four essential aspects that distinguish them: focus, objective, and involvement. Regarding "development," participation is optional, previous work experience is moderate or high, and the focus is on future career chances. On the other hand, the aims of "training" are to learn skills for an existing job, and participation is required once it has been launched (Mrunali & Pathak, 2021).

According to recent studies, training has substantially increased productivity and performance. Training increases self-assurance, which in turn increases workplace productivity. According to Yimam (2022), training is the systematic process of enhancing employee comprehension of the task to ensure their success in performing particular or all aspects of their job. According to Piwowar-Sulej (2021), training is a cycle that begins with identifying training requirements and ends with evaluating the training's effectiveness. The definition of "training," according to El Hajjar & Alkhanaizi (2018), is "a planned procedure for enhancing knowledge, skills, and attitudes that will result in improved job performance." El Hajjar & Alkhanaizi (2018) defined training as any activity that improves a worker's job efficacy. Training can also be viewed as a series of planned events designed to close the gaps in employees' knowledge, attitude, and skill sets so that organizations can achieve their goals more efficiently. Given the rapid evolution of many occupations, Kaur (2016) argues that training is a continuous process that equips individuals with the skills and knowledge they'll need to flourish in the workplace both now and in the future.

On the other hand, self-improvement can be accomplished whenever, at whatever tempo, and through whatever methods you choose (Mrunali & Pathak, 2021). As stated by Anjum (2020), development efforts focus on acquiring cutting-edge knowledge and skills to meet the demands of the future workforce. Investing in employee training and education is

essential if future results match projections (Akpviroro & Adeleke, 2022). Malam (2018) argues similarly that development is holistic and prioritizes the long-term personal growth of employees to meet emerging business demands. Increasing productivity, fostering personal growth, and gratifying anticipated workplace demands are obvious development objectives. This initiative combines training and development for precision, efficiency, and convenience.

Rodriguez and Walters (2017) state that training and development-T&D is "the systematic process of developing work-related knowledge and employee expertise to improve job performance." Al-Mzary et al. (2015) defined training and development as "practices that reflect parameters used to advance the level of self-awareness and skills of employees towards effective job performance."

Therefore, training and development is the most rational and systematic approach to assisting individuals in enhancing their skills and attitudes at work. Both development and training seek to increase productivity, but development focuses on people's long-term employability, while training focuses on their immediate requirements on the job. Most training and development initiatives aim to increase internal and external productivity—initiatives of an organization to increase productivity through classroom instruction and other forms of learning and development.

Methods of Training

Training new employees may be done in several different ways. According to Abu Bakar and Ali (2018), the number of possible training approaches has expanded thanks to both the "hard" applications of technology, such as computers, and the "soft" applications of technology, such as instructional design. Training may be accomplished via both theoretical study and hands-on experience in the real world. During OJT, the learner learns experience via real work performance, as Bafaneli and Setibi (2015) stated. When contrasted with the approaches described by Vasanthi and Basariya (2019), OJT is defined as "a method where the learner develops skills in the real work environment by actually using the machinery and materials during training." According to Okonkwo et al. (2022), the most effective method for gaining hands-on experience is to work under the guidance of a seasoned professional. A worker with less experience is guided through the tasks of their profession by an experienced coworker or trainer. Observing a teacher in action might be the only educational opportunity available to a student at certain times. Although they are making modest progress, the trainer is concurrently gaining knowledge and moving forward.

Ogbuabor and Malaolu (2018) define OJT as acquiring expertise in a new discipline through paid employment. Sometimes, employees who were hired despite their lack of

academic credentials must endure OJT, and this is especially true during extreme labor shortages. An analogous concept is training tailored to an organization's policies and procedures (Zehir et al., 2016). Many individuals pursue training outside of the workplace to obtain specialized knowledge in a discipline. In addition to classroom discussion, one-on-one instruction, lectures, assigned reading, and formal coursework, there are numerous other learning environments (Richman, 2015). It allows employees to conduct business outside of traditional offices. One advantage is that the student's concentration, critical thinking, and introspection are enhanced (Enyioko & Innocent, 2017). This training provides a secure and supportive atmosphere where skills and knowledge can be imparted and honed. Kulkarni's (2015) definition of Off-the-Job Training includes program instructions, classroom lectures, workshops and seminars, the conference methodology, vestibule training, behavioral modeling, experimental exercise, audio-visual methods, and case study methods.

Training Design

According to Alias et al. (2019), the definition of training design is "the extent to which a training program is conceived and implemented so that trainees can successfully apply what they have learned on the job." It should come as no surprise that training is essential in expanding organizations. Not only does it improve performance and efficiency, but it also readies them to take on rivals and maintain their leadership positions. There is a huge discrepancy in performance between companies that invest in employee training and those that do not invest in staff training (Karim et al., 2019).

Through well-designed training programs, it is possible to increase workplace productivity. For a company's training efforts to be profitable, it must first determine the most effective training design (Tuteja & Mathai, 2020; Yimam, 2022). Training quality has an inextricable relationship with worker productivity and organizational effectiveness. Tsaur and Lin (2004) discovered that ineffective training planning wastes money. When devising training programs, it is important to consider the workforce's requirements (El Hajjar & Alkhanaizi, 2018). There is a correlation between a company's success and its ability to provide its employees with training that benefits both the employees and the organization (Al-Mzary et al., 2015).

Reasons for Job Training in the Education Industry

Training is often the first expense that is reduced when a company is experiencing financial difficulties, so few individuals value it. However, a firm's success is entirely dependent on the efforts of its employees as well as the level of expertise that its members possess in their various industries.

Employees in the education sector have an equal amount of invested interest in the intellectual development of their pupils as they do in the overall success of the educational institution where they work. It is obvious that technological advancement is accelerating at a rapid rate; consequently, for institutions to keep up, they require training and an understanding of recent developments in education and child development, as well as expertise in determining which technologies would be most helpful in a particular learning environment.

According to what is mentioned by Maditheti and Gomes (2017), the gaps in an educational institution will be bridged, and its vulnerabilities will be decreased when all the people at the educational institution have access to all the relevant knowledge and information. One weakness that might hinder their students' growth is their teachers' inability to integrate technology into the classroom setting effectively. If this pattern continues, they may fall behind other institutions in their ability to provide students with relevant and up-to-date education. This could be a challenge for children attending contemporary schools, which depend significantly on the tools that technology provides for pupils. However, non-educators will have difficulty filling the void in their staff's professional development, particularly in administration and teaching. This is because non-educators do not have the same expertise as educators.

A culture that promotes and supports employees in their pursuit of continual training and education benefits not just the employees but also the employers. Due to this, they will be able to adjust to the ever-quickenning speed of change in the world and have the skills essential to ensure their continuous professional success in their present work. This will allow them to adapt to the ever-quickenning pace of change.

If employees can do their responsibilities well, they will have a sense of worth and satisfaction from the organization. This indicates that everyone in the company, from managers to teachers to clerical workers, thinks themselves more qualified, skilled, and ready to take on any difficulties than they were in the past. Furthermore, they are all cheerful, enthusiastic, and motivated (Maan et al., 2020).

According to Haydar (2020), businesses that invest money into the education and development of their employees are better able to weather the inevitable upheavals that occur in the business world. These businesses also provide their employees with the opportunities they need to develop the adaptability and competitive edge they need to be successful in their careers.

According to Bharadwaj (2023), training has become increasingly important in today's dynamic and competitive business environment. Employees who receive OJT stand to benefit professionally and personally and may even positively affect the bottom line (Lin & Hsu, 2017). According to Kanapathipillai and Azam (2020), one of the benefits of OJT is that it can

strengthen interpersonal relationships within and across organizations. Researchers have also stated that this training improves problem-solving skills and productivity, contributing to a company's financial growth and positive reputation in the community. As defined by Kanapathipillai and Azam (2020), OJT increases motivation, job satisfaction, and understanding of the company's goals through improved communication and policy implementation.

According to Kleefstra et al. (2020), employees' performance and output can be enhanced through OJT. Also, according to Lin and Hsu (2017), employees who have received OJT are more likely to remain in their positions, resulting in fewer accidents.

According to sources such as Kleefstra et al. (2020); Lin and Hsu (2017), a worker's efficacy on the job may be determined by how closely they adhere to the company's policies and procedures. The benefits of OJT cannot be overstated for any company. The lack of it could have a negative impact on the company's profits and customer base, as dissatisfied employees would produce lower-quality and less productive work and have an effect on the physical working environment (Nassazi, 2015).

According to Sherwani and Mohammed (2016), a company's most valuable asset is its trained employees because they know how to contribute to its overall success. They can cultivate social skills that will be useful in professional contexts. The intrinsic motivation of employees to assist the organization in achieving its goals and objectives can be maintained through training and development programs.

Employee Productivity

According to Kanapathipillai and Azam (2020), productivity is "the ability to deliver specific work-related tasks according to a specified predetermined standard with accuracy in speed, cost, and completeness." Numerous researchers have endeavored to define productive labor precisely. Kaur (2016) defines productivity as "the extent to which an individual can carry out his or her responsibilities in a timely, efficient, and high-quality manner." Jong et al. (2021) define productivity as the ratio between the time it takes to complete a task according to the job description and the time it takes to complete the work and achieve the desired outcome. This procedure calculates the output value per unit of input in economics (Al-Mzary et al., 2015). Furthermore, according to Piwowar-Sulej et al. (2023), productivity may be measured by comparing output to input in terms of quality and quantity. Increasing organizational productivity and efficiency will not occur until employee productivity has increased.

According to a new report by Hanaysha (2016), increasing employee productivity is one of the most significant challenges facing the administration of today's modern workforce. Measuring and enhancing productivity pose challenges due to the diverse range of

organizational inputs/resources (such as financial resources, equipment, procedures, and materials) involved and the influence exerted by various behavioral and environmental factors (Abu Daqar & Constantinovits, 2021). Abu Daqar and Constantinovits (2021) identify employee training, empowerment, and cooperation as the three most influential behavioral factors on workplace productivity. Productivity may increase in an environment where employees feel secure and respected by their superiors, where office apparatus, illumination, temperature, and pollution levels are appropriate, and where there is peace and harmony (Vasudevan, 2015; Yang & Chen, 2023; Yimam, 2022). Effective management and training and development programs are two methods for increasing worker productivity, which is crucial to the success of any business (Abu Daqar & Constantinovits, 2021; Tickle et al., 2016). Therefore, it is essential for businesses to investigate which factors impact productivity most in order to implement training and development programs that increase productivity in general.

This evidence demonstrates that various studies have identified distinct behavioral and environmental factors influencing worker output. Important factors include improved working conditions, communication between management and subordinates, incentives, safety and security measures, and equipment (Zhenjing et al., 2022). Therefore, it is likely that productivity will not increase as a result of training conducted in a vacuum. The degree to which an employee is trusted to apply what they've learned in training and development exercises, to participate in strategic decision-making, and to make independent decisions regarding the tasks for which they are responsible, along with other environmental factors, can have a significant impact on that employee's productivity (Davidescu et al., 2020). However, effective training may play a significant role in increasing output because it instills a sense of confidence in employees that they are up to the challenge of their employment. Employees whose employers have invested in them by providing formal training often report higher job satisfaction and productivity (Öztrak, 2022).

Organizational Success

The significance of organizations' role in our daily lives cannot be exaggerated because thriving organizations cause a more prosperous and developed nation (Garavan et al., 2021). The level of organization within a nation affects its economic, political, and social development. This is why, over the past 22 years, the highest civilian distinctions have been awarded to academicians who have studied and analyzed various organizations and entities. Almost six Nobel Prizes have already been awarded for this endeavor.

The phrase "organizational success" is frequently used in both academic and professional settings. Academics associate the term "scientific management" with the beginning

and end of the industrial revolution. According to Abdullah et al. (2017), organizational efficacy has historically stood for a company's success. Researchers have examined the theoretical and empirical foundations of organizational performance to determine what makes a business successful and valuable. The 1960s and 1980s were the zenith of scholarly writing and publication, while the 1990s significantly declined. Reetu et al. (2022) established and advocated using large-scale empirical research as indicators for productivity and safety. A lack of consensus among researchers and scientists regarding a uniform definition, structure, or method for assessing organizational efficacy led to the proposal and implementation of modifications (Anwar & Balcioglu, 2016). In light of the impending transition, researchers ponder what factors contribute to the success of various enterprises. Organizational success has been examined extensively regarding its potential, conceptualization, and dimensions, but its theoretical underpinnings have received much less attention (Anwar & Ghafoor, 2017).

Employee Efficiency

According to Saks and A. Gruman (2015), workplace efficiency is a function of how well employees carry out their designated responsibilities. Work quality is measured by the neatness, accuracy, and efficiency with which tasks are completed, whereas work quantity is the number of tasks employees must complete. Smith (2015) contends that there are instances in which the individual in question merits recognition for a job well done. In the study conducted by Sohail et al. (2023), the fundamental goal or objective of any commercial enterprise is achieving and generating greater work performance and increasing organizational productivity because performance structure is a major problem and adopting effective approaches to empower people is a significant challenge. According to Anitha and Kumar (2016), one method to evaluate a company's performance is to designate a monetary value to each employee's contribution to the company's overall success.

Johnson Joy et al. (2018) suggest that a company's culture may significantly impact creativity and output. Unique products and services and increased productivity, organizational efficacy, and client satisfaction may result from a culture that encourages and rewards inventive, energetic, and dedicated employees. Training and expansion of employees are essential to a company's success. According to Davidescu et al. (2020), investing in employee training can reduce organizational costs, reduce legal risk, and assist individuals in reaching their maximum potential. According to Inuwa (2016), training is one factor that determines employee performance, alongside job satisfaction, experience, and management quality.

On-The-Job Training and Development and Employee Productivity

Since "employees are the most vital asset of organizations and the dynamic of their productivity," as Abomeh and Peace (2015) stated, businesses must participate in training programs and appropriately manage employee training. Kajwang (2022) investigated the impact of insurance training on staff productivity and concluded that it increases output. In this investigation, the researchers' data were interpreted via regression and correlation analysis. According to the findings, workers' perspectives working for Life Insurance Corporation on Training and Development do not differ much. Gambo (2015) investigates the relationship between education and output by analyzing the Academic Staff Training & Development 2010 Sponsorship of Selected Universities in Nigeria Supported by the Tertiary Education Trust Fund-TET-Fund. It has been demonstrated that training and development programs significantly increase employees' technical knowledge, preparing them for the challenges of the modern workplace.

Enhancing individual and organizational productivity and reducing potential losses due to staff attrition, whether in terms of human or financial costs, are two examples of the objectives that training, and development programs are intended to achieve. Numerous studies have examined the relationship between training and productivity (Algharibeh et al., 2015; Karim et al., 2019). Training initiatives have numerous benefits, enhancing individuals' and organizations' knowledge, skills, conduct, and competencies (Engetou, 2017). These skills and characteristics may lead to increased revenue and profits in the workplace.

According to Siddiqui and Rida (2019), a person's training, development, and production degree are directly related. This means that the more training a person receives, the greater his or her productivity will be, and vice versa. Training will undoubtedly improve the knowledge, skills, behavior, and productivity of an individual. Hani Al-Kassem (2021) identified HRM training and development as a key priority for organizational performance. Numerous studies have demonstrated that providing employees with learning and development opportunities may increase productivity by enabling them to utilize their strengths better. It is acceptable to conclude that having a higher level of education has a direct influence on one's level of production.

According to Donisi et al. (2022), training increases output by boosting worker motivation and competence. Training and development programs reduce employee attrition, increase employee retention, and increase per-employee output by enhancing employees' knowledge, developing advanced skills, and enriching their jobs (Kaur, 2016). According to Karim et al. (2019), investing in your employees and helping them develop will make them more productive.

However, a broader range of environmental factors must be considered (Algharibeh et al., 2015; Karim et al., 2019).

Similarly, Yu et al. (2022) assert that many organizations use training as a strategy to close the skills disparity (the "skill deficit") between the required skills and those already present in the workforce. The skill deficit is directly correlated with productivity and can be closed by enhancing an employee's knowledge, skills, and competencies on the job. Poorly trained employees are frequently depressed and unmotivated, resulting in low output (Yu et al., 2022). This has a negative impact on the business's productivity, growth, and development. This is because employees with adequate training are better equipped to perform their duties and are more likely to do so with a positive attitude and a sense of purpose. Investing in the training and education of your employees is a fantastic way to increase company-wide productivity and give your business a competitive advantage. This data indicates that companies that invest in the professional development of their employees achieve greater success.

Diverse researchers have demonstrated that training and development programs enhance workplace performance and productivity. Abdur Rahim and Hossain (2021) examined "Training effectiveness in public and private sector commercial banks" from the perspective of two commercial banks (the State Bank of India and the Jammu & Kashmir Bank Limited), focusing on training inputs, management's perspective on the topic, employees' ability to apply new knowledge on the job, and the overall quality of the training program. The author concludes, based on a comparison of the research, that before the implementation of a training program, a training needs assessment must be conducted to ensure that the intended effects of the training are realized in the workplace. Development and training affect results (Abdur Rahim & Hossain, 2021).

The investigators of "The impact of training on productivity and wages in Tunisia" utilized various estimation techniques to determine how much training affects output and compensation in British businesses (Ben Jemaa Cherif, 2022). Each additional 1% in training was found to be correlated with an increase of 0.6 percentage points in value added per hour and 0.3 percentage points in pay per hour. Konings & Vanormelingen (2015) analyzed data from 170,000 active Belgian businesses to determine "The impact of firm-provided training on both wages and productivity." Compared to the premium productivity of compensation, which is approximately 12%, the study reveals that a well-trained employee has premium productivity of approximately 23%. Consequently, the increase in income is less than the marginal gain in productivity. Therefore, it seems reasonable to conclude that training has a larger impact on output than does compensation.

Abomeh and Peace's (2015) study titled "Training as it affects Nigerian insurance organizations and its impact on employee productivity" examines the impact of training on the knowledge, skills, and work-related attitudes of employees concerning the execution of job responsibilities. The researchers establish a positive relationship between training and employee output and offer helpful guidance on how to implement training strategies in the administration of an insurance company.

The significant literature evaluation by Bharthvajan and Fabiyola Kavitha (2019) titled "Measuring the Impact of Training and Development on Employees' Productivity in Various Sectors & Industries" yielded contradictory results. According to the study, training and development had a greater impact on the agricultural and automotive sectors than on the luxury goods and services (including financial) sectors (Na, 2021). The productivity of employees is influenced by market and macroeconomic factors, and the impact of training on productivity varies by industry and sector. Nonetheless, a correlation was discovered between the two. This demonstrates that training and development's effects on productivity vary significantly across industries.

According to the studies above, assisting workers in acquiring new skills through training and professional development is an effective method for increasing output (Rodriguez & Walters, 2017). When employees partake in training and development programs, they acquire expertise in their respective fields and become more knowledgeable about the most effective job performance methods. In addition, the organizational structure, the nature of the workplace, the amount of compensation, and the market dynamics all play crucial roles in motivating employees and boosting productivity (Forson et al., 2021; Zhenjing et al., 2022). Training is, therefore, a genuine tool for enhancing an employee's knowledge, skills, and behavior, all of which reflect his ability to perform his job effectively and efficiently, which is heavily dependent on the availability of equipment, a pleasant working environment, competitive pay, and other environmental factors (Zhenjing et al., 2022).

On-The-Job Training and Development and Organizational Success

Bray et al. (2018) analyzed the relationship between employee education and business success. The company's success is largely due to its emphasis on training and development, OJT, instructional design, and training delivery.

The study of El Hajjar & Alkhanaizi (2018) found that the design of training programs is closely tied to how they are implemented in the context of OJT. The evidence suggests that this relation has a positive impact on organizational efficacy.

Wilson et al. (2018) argue that a company's efficacy and effectiveness increase when its performance is enhanced, as the latter correlates directly with the former. However, the issue of how a worker can contribute more effectively to the development and output of a business. There are various methods to enhance employee productivity, such as allowing for flexible scheduling and providing access to necessary training.

Businesses should consider the resulting structure when organizing their training initiatives (S. H. Awan et al., 2020). When devising training courses, the demands of the labor force should be considered (Ginsberg, 1997). According to the study of Gambo (2015), high-performing businesses offer individualized training programs for each employee and manager. This finding suggests that the structure of the training program has a considerable impact on both the efficacy of individual employees and the organization's overall effectiveness. Ineffective planning for training dissipates time and resources (Papademetriou et al., 2022).

It has been demonstrated that OJT increases occupational competence. When implementing classroom knowledge in the real world, experience is far superior to textbooks. OJT is cost-effective and time-efficient (Alsefri & Mugharbil, 2021; Bilal et al., 2021). Training and development are highly dependent on competent presentation, according to Franklin et al. (2016). Workers are especially sensitive to the method of information delivery in the workplace. Teaching time will be wasted if the instructor cannot engage and retain students (Griffin & Curcuruto, 2016). Training effectiveness depends significantly on the trainer's ability to maintain participants' concentration throughout the training session (da Vitória et al., 2021). In the sphere of professional development training, presentation abilities are highly valued.

If an employee is not adequately prepared for their role, it is highly unlikely they will perform well (Karim, 2019). Numerous researchers, including L. Li and Mou et al. (2022), have demonstrated that trained workers outperform their untrained counterparts. Companies that invest in their employees through training have a greater chance of long-term success (Alsefri & Mugharbil, 2021). According to research by Karim (2019), the productivity of businesses that invest in employee education and development is significantly higher. Investing in employee training is wise because it pays off handsomely over time, but only if done from the beginning (Alsefri & Mugharbil, 2021). To flourish in today's competitive market, businesses must equip their employees with the knowledge and skills to promptly meet consumers' demands (Zhenjing et al., 2022).

Hypotheses

1. There is a significant effect of training and development on employee productivity.
2. There is a significant effect of training and development on employee efficiency.
3. There is a significant effect of training and development on organizational success.

Research Methodology

The Study

The study was conducted on the campus of Aldar Academy, and all participant data was kept confidential throughout the study and then destroyed after analysis. If a participant wishes to remain anonymous, they are not required to provide information such as their name or affiliation with a group.

Research Sample

Sampling refers to selecting individuals from a larger group to obtain statistically valid estimates of that group (Martínez-Mesa et al., 2016). The sampling frame contains an exhaustive inventory of the entities to be sampled, individuals, households, businesses, or anything else (Vicente, 2023).

The study participants for this inquiry were selected using a method known as convenience sampling. It is simpler and more efficient to collect samples from the abovementioned group of more than a hundred people because of their large size. The participants would be separated into two groups: those serving as teachers and those acting as support workers. One or two team members would be randomly picked from each year or department to represent the whole group, with at least four to eight people participating.

A preset approach would be developed so that the process of data collecting may be simplified and standardized. Before researchers ask the participant to fill out a questionnaire, they will first offer them a permission letter, which will be in both digital and physical form. The number of surveys gathered was forty-four.

Instrumentation and Data Collection

Questionnaires served as the primary instrument for acquiring data for this investigation. There were multiple-choice questions on the surveys. The researchers used a 5-point Likert scale and a closed-ended survey format for consistency. Part one of the survey asked respondents for generic information about themselves, while Part two focused on the variables listed in the research questions. According to Saunders et al. (2019), it is preferable to use previously tested items when conducting structured surveys, thus items were gathered from previously valid surveys found in the following articles: Rodriguez, J. & Walters, K. (2017); Asfaw, A. et al. (2015); Ahmed, H. et al. (2021); Abdur Rahim, P. D. S., & Hossain, D. M. K. (2021); Alias, S. A et al (2015); Franklin, D. K. et al. (2016); Abomeh, O., & Peace, N. (2015); Goulart, E. L. et al (2022). Google Forms modeled after surveys included in previous studies were used to collect data.

Data Analysis and Presentation

The study was conducted on the campus of Aldar Academy, and all participant data was kept confidential throughout the study and then destroyed after analysis. If a participant wishes to remain anonymous, they are not required to provide information such as their name or affiliation with a group. The data collected from primary sources has been compiled to facilitate further research. This study analyzes data from both survey questions and individual respondent profiles. Using descriptive statistics, the collected data was validated for precision, organized into categories, and assessed for utility in light of the study's objectives. A correlation analysis examined the likelihood and nature of associations between two datasets. SPSS (Statistical Package for the Social Sciences) was utilized for statistical analysis. The researchers calculated the mean, median, and mode using SPSS. The frequency counts were subjected to measures of central tendency, and the data was displayed using tables, plots, and bar graphs. The researchers also provided mean scores as supplementary information pertinent to the study's objectives. Using Pearson's technique, a correlation analysis was performed. Using linear regression, the dataset was analyzed.

Research Model

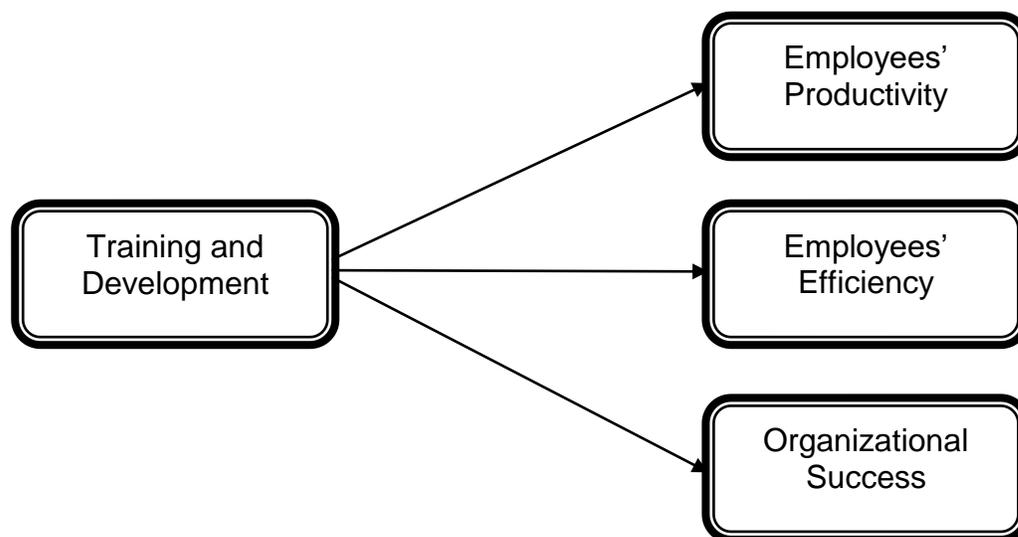


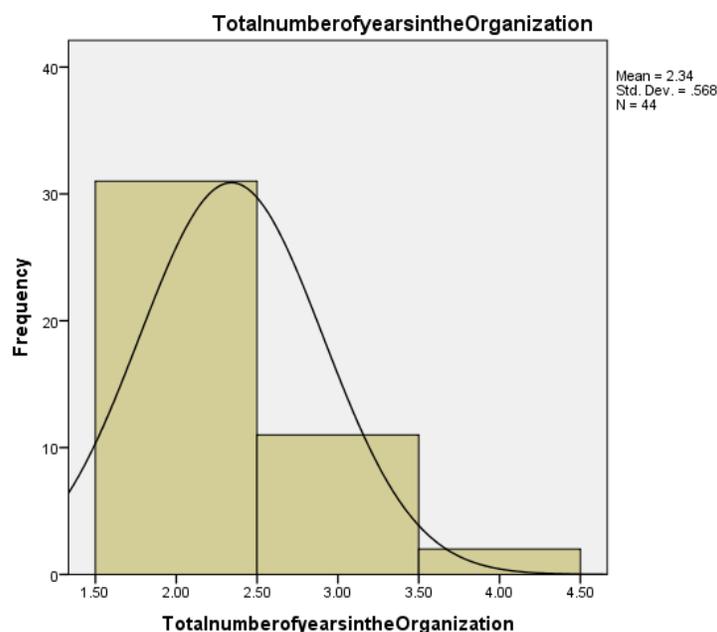
Figure 2 Proposed Research Model

RESULTS

Data Analysis - Demographic Data

Table 1 Total number of years in the Organization

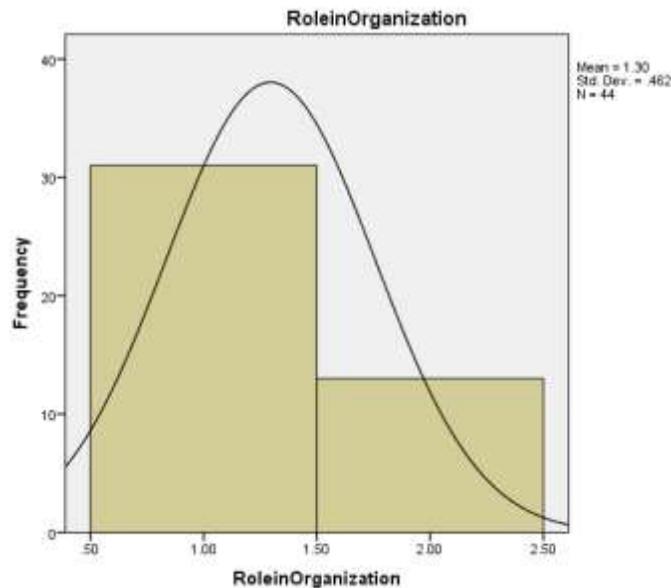
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 years	31	70.5	70.5
	3 years	11	25.0	95.5
	Other	2	4.5	100.0
Total	44	100.0	100.0	



The study also endeavored to ascertain participants' employment duration in their respective organizations. Based on the data presented in the table, it can be observed that a majority of respondents, specifically 70.5%, reported having a work experience of two years within the organization. The percentage of respondents possessing a three-year tenure was 25%, while those with other durations constituted 4.5% of the sample.

Table 2 Role in Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Academic Staff	31	70.5	70.5
	Non-Academic Staff	13	29.5	100.0
Total	44	100.0	100.0	



According to the table above, 70.5% of staff was academic and the remaining 29.5% were nonacademic staff.

Table 3 Reliability Statistics

Variables	Reliability
Employee Productivity	.840
Training and Development	.925
Employee Efficiency	.879
Organizational Success	.701

The results in the Table show that the Cronbach's Alpha reliability coefficients for all constructions above the 0.6 criterion. According to Sekaran (2006), reliability coefficients less than 0.6 are considered bad, those between 0.6 and 0.7 are acceptable, those over 0.7 but less than 0.8 are considered good, and the closer the reliability coefficient is to 1.0, the greater the degree of dependability. The table shows data indicating that the internal consistency reliability of the variables used in this study is of high quality, with good and outstanding values.

Descriptive Statistics

The descriptive statistics table is a quick summary of the data gathered and reviewed for this investigation. The sample size, mean value, standard deviation, maximum and lowest values, and standard deviation are all presented. The values are shown in the table. A likert scale with five points ranging from 1 to 5 was used to evaluate each circumstance.

Table 4 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employee Productivity	44	4.20	5.00	4.17	3.11234
Employee Efficiency	44	3.40	4.70	4.74	2.14990
Organizational Success	44	2.00	3.50	3.33	2.71531
Training and Development	44	4.20	4.90	4.02	4.48431
Valid N (listwise)	44				

Correlation

Table 5 Correlations

		Employee Productivity	Employee Efficiency	Organizational Success	Training and Development
Employee Productivity	Pearson Correlation	1	.417**	.593**	.491**
	Sig. (2-tailed)		.005	.000	.001
	N	44	44	44	44
Employee Efficiency	Pearson Correlation	.417**	1	.582**	.459**
	Sig. (2-tailed)	.005		.000	.002
	N	44	44	44	44
Organizational Success	Pearson Correlation	.593**	.582**	1	.598**
	Sig. (2-tailed)	.000	.000		.000
	N	44	44	44	44
Training and Development	Pearson Correlation	.491**	.459**	.598**	1
	Sig. (2-tailed)	.001	.002	.000	
	N	44	44	44	44

** . Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation coefficient, indicated as r , has a range of values ranging from +1 to -1, with +1 being the most common. A value of 0 implies no connection between the two variables in question. A positive correlation is created when the numerical value exceeds zero. This specifically means that while one variable grows, the other also increases. A number less than zero shows a negative correlation, in which a rise in one variable is connected with a drop in the other variable. The Pearson correlation coefficient (r) was used in this study to determine the statistical significance and strength of the relationship between the variables. According to

the data in the table, the correlation coefficient between Training and Development is 0.491, while the correlation coefficients between Organizational Success and Efficiency are 0.593 and 0.417, respectively.

Regression

Regression between Job training and development and employee productivity

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.491 ^a	.241	.223	2.74413

a. Predictors: (Constant), Training and Development

Table 7 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	100.257	1	100.257	13.314	.001 ^b
	Residual	316.271	42	7.530		
	Total	416.527	43			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Training and Development

Table 8 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.056	1.462		7.562	.000
	Training and Development	.341	.093	.491	3.649	.001

a. Dependent Variable: Employee Productivity

The results of the regression equation are displayed in the Table. The dependent variable in the equation was employee productivity, with OJT and development as the independent variable. In addition, the F-value of 13.314 is statistically significant at the $p < 0.001$ level, indicating that the model captures the relationship between the independent and dependent variables. This finding lends validity to the idea that the model accurately depicts the influence of the independent variable on the dependent variable. The magnitude of the correlation coefficient between training and development and employee productivity ($R = 0.491$)

indicates the degree to which the independent variables affect the dependent variable. The coefficient of determination, denoted by R squared, is a statistical measure indicating the proportion of employee productivity variability the regression model can explain. In this instance, the R squared value of 0.241, or 24%, indicates that the regression model can explain approximately 24% of the variation in employee productivity. The range of R-squared values is between 0 and 1. In this instance, the R-squared value of 0.241 or 24% is considered significant, indicating that the model fits the data well. Commonly referred to as R squared, the coefficient of determination quantifies the extent to which changes in independent variables account for the observed variation in the dependent variable. The findings indicate that training and development are significantly related to employee productivity.

Regression between Job training and development and employee efficiency

Table 9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.459 ^a	.210	.192	1.93302

a. Predictors: (Constant), Training and Development

Table 10 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	41.813	1	41.813	11.190	.002 ^b
	Residual	156.936	42	3.737		
	Total	198.749	43			

a. Dependent Variable: Employee Efficiency

b. Predictors: (Constant), Training and Development

Table 11 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	14.441	1.030		14.021	.000
	Training and Development	.220	.066	.459	3.345	.002

a. Dependent Variable: Employee Efficiency

The results of the regression equation are displayed in the Table. The dependent variable in the equation was employee efficiency, with OJT and development as the independent variable. In addition, the F-value of 11.190 is statistically significant at the $p < 0.002$ level, indicating that the model captures the relationship between the independent and dependent variables. The magnitude of the correlation coefficient between training and development and employee efficiency ($R = 0.459$) indicates the degree to which the independent variables affect the dependent variable. The coefficient of determination, denoted by R squared, is a statistical measure that indicates the proportion of employee efficiency variability that the regression model can explain. In this instance, the R squared value of 0.210, or 21%, indicates that the regression model can explain approximately 21% of the variation in employee efficiency. The range of R-squared values is between 0 and 1. In this instance, the R-squared value of 0.210 or 21% is considered significant, indicating that the model fits the data well. Commonly referred to as R squared, the coefficient of determination quantifies the extent to which changes in independent variables account for the observed variation in the dependent variable. The findings indicate that training and development are significantly related to employee efficiency.

Regression between Job training and Development and organizational success

Table 12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.598 ^a	.358	.343	2.20136

a. Predictors: (Constant), Training and Development

Table 13 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	113.504	1	113.504	23.422	.000 ^b
	Residual	203.531	42	4.846		
	Total	317.035	43			

a. Dependent Variable: Organizational Success

b. Predictors: (Constant), Training and Development

Table 14 Coefficients

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	11.887	1.173		10.135	.000
	Training and Development	.362	.075	.598	4.840	.000

a. Dependent Variable: Organizational Success

The results of the regression equation are displayed in the Table. The dependent variable in the equation was organizational success, with OJT and development as the independent variable. In addition, the F-value of 23.422 is statistically significant at the $p < 0.000$ level, indicating that the model captures the relationship between the independent and dependent variables. The magnitude of the correlation coefficient between training and development and organizational success ($R = 0.598$) indicates the degree to which the independent variables affect the dependent variable. The coefficient of determination, denoted by R squared, is a statistical measure that indicates the proportion of organizational success's variability that the regression model can explain. In this instance, the R squared value of 0.358, or 35%, indicates that the regression model can explain approximately 35% of the variation in employee productivity. The range of R-squared values is between 0 and 1. The findings indicate that training and development are significantly related to organizational success.

DISCUSSION

The results of a randomized controlled trial conducted to contradict an opposing theory are presented, demonstrating that an organization's bottom-line benefits when its employees are educated and trained. The target demographic consists of educators working in international elementary schools. Positive (3.649) model regression coefficient at a significance level of (p -value = 0.001) suggests there is a favorable association between personnel growth and overall productivity. A statistically significant relationship between training and development and increased output ($p=0.04$). A greater coefficient indicates a stronger relationship between training and development and production expansion. The coefficient for training and development's effect on productivity was 0.491, indicating that a one percent increase in training and development led to a 49.1% increase in production. This provides support for the initial theory. This study confirms the conclusions of Jiatong et al. (2022); however, they do not agree with the findings of Laing (2021).

The second hypothesis (H2) proposes that employee training and development results in a significant increase in productivity. The t-value is 3.345, and the coefficient is 0.459, as displayed in the data table. Probability values of 0.02 are statistically significant. The p-value of 0.02 is equal to the alpha value of 0.02 and less than the alpha value of 0.05, indicating that training and development have a significant positive impact on employee productivity. When there is a strong correlation between training and increased productivity, this is an indication that the training is beneficial. One unit increase in training and development results in a 34.5% increase in production, indicating a positive correlation between the two variables. Given this, H2 is supported. Therefore, the current study's findings are consistent with those of the previous one (Jiatong et al., 2022).

The third hypothesis (H3) examines whether or not investing in the development and training of employees increases output. As can be seen in the following table, training and development have a statistically significant impact ($p=0.00$), meaning that it influences the organization's outcomes. The model is statistically significant due to its positive regression coefficient of 0.598 and low p-value of 0.000, less than alpha value 0.05 by 0.1%. This is a perfect example of how training and development programs may boost a business's bottom line. There is a favorable relationship between training and development and organizational performance if the training and development coefficient is large. There is no such association if the training and development coefficient is low. It is reasonable to anticipate that a firm's overall performance will improve by 59.8% points if the company increases its investment in training and development by one percentage point. This lends credence to the veracity of H3. The findings of this research thus support the findings of another study (Jiatong et al., 2022); however, they contradict the findings of another study (Chen, 2015).

Literature research shows that employees are a company's most innovative, creative, and valuable asset because competitors cannot replicate them. Similarly, their contribution to the company's success depends on how well they are managed. Prior research confirms that investing in employee training and development increases productivity (Abu Daqar & Constantinovits, 2021; Kaur, 2016; Konings & Vanormelingen, 2015; Nadeem Azizi & Ahmed Khan, 2016). The primary objectives of training can be affected by a variety of factors, including the current state of the company, the results of a staff survey or performance review, the findings of a technical analysis, the employee's aspirations for career advancement, and the organization's objectives for boosting productivity. Modern businesses implement training and development programs with the stated goals of increasing production, profitability, meeting and exceeding the competition, fostering organizational growth, expanding the business, and ensuring its long-term survival. According to Abu Daqar and Constantinovits (2021) and Islam et

al. (2022), businesses frequently use training and development programs to increase employee and business productivity by addressing issues such as morale, self-efficacy, turnover, job satisfaction, the skills gap, change management, and productivity. This result is comparable to the findings of Karim (2019) and Kaur (2016), who demonstrated that training and development investments boost productivity, morale, job satisfaction, retention rates, and the organization's market competitiveness. In a virtuous cycle, training and development initiatives increase employee productivity, organizational productivity and performance. Training and development are essential, but they have a greater impact when combined with other environmental factors like a reward system, tools, a pleasant ambiance, and a secure working environment (Munaty et al., 2022; Uzochukwu et al., 2023). Employees who have received training and development are more likely to be satisfied with their jobs and more productive because they are better equipped to deal with the challenges of the modern business environment and are up to date on the latest industry developments. In addition, workers with adequate training and education are better suited to perform their duties and, consequently, are more productive than their less-trained and incompetent counterparts (Kaur, 2016). The reviewed literature demonstrates that training and development programs have a significant impact on productivity because they are instruments that facilitate learning and focus on enhancing employees' current levels of competence in areas such as knowledge, skills, behavior, and competencies. According to Ali (2021), many organizations use it as a foundational instrument in their pursuit of achieving their own goals and objectives.

CONCLUSION

The primary objective of this investigation was to establish whether or not there is a connection between the training and development of employees and their level of performance. It is common knowledge that increasing an employee's education and growth opportunities leads to an increase in productivity, and studies have proven that training and development programs have a major influence on overall production. Before investing money in employee training and development, companies should do a people assessment to determine the underlying reasons for low productivity, the most productive areas to apply repairs, the necessary training, and the employees who should receive it.

Training programs have positively improved organizational outcomes like productivity and efficiency. The findings of this study indicate that an organization's productivity, efficiency, and overall performance all benefit from investing in the training and education of its employees.

The study's findings indicate that delivering in-house training during normal work hours is effective and economical. The organization's success may be partly attributable to the time and

resources it devotes to training and development, the diversity of training options available within the organization, and the training's originality and efficacy. Gains in productivity could be observed in the workplace when workers and supervisors collaborate on the accomplishment of shared objectives. This can only be achieved through a collaborative effort on the part of managers, who must select only those employee development programs that are essential to the organization and can add value, and developed employees, who must be provided with adequate resources and the necessary management or leadership support to apply the knowledge and skills they acquire through the development programs in ways that benefit the organization. Cooperation is required from both sides for success. Training is too crucial for companies to ignore; instead, they should establish and follow a systematic strategy for the continuing professional growth of their staff. The use of objective techniques and criteria for monitoring and evaluating progress and providing feedback that can be acted upon are essential components of such a plan. Assessing the employee training needs and gaps in an organized and systematic manner is also essential. The study's researchers concludes that training and development programs are essential for professional and personal excellence in knowledge, skills, talents, potentials, attitudes, and behaviors. This is necessary to keep up with the ever-quickenning pace of technological advancement and business practice.

RECOMMENDATIONS

The results imply that providing staff with ongoing training is one way to guarantee they will have the necessary abilities to do their jobs. However, doing so may reduce productivity and postpone a project's launch. However, detecting instances of inferior performance or the existence of skill gaps is the first step toward reducing unnecessary training costs. A business may be able to provide continuous, low-cost training by combining several dynamic training methodologies.

There must be a method for assessing the efficacy of training after it has been provided. This research suggests that businesses should implement several indicators for labor productivity. The trainer must have a game plan to maximize learning and aid the group in achieving its goal of increased productivity.

There is a strong correlation between the trainer's presentation style and whether or not apprentices' performance improves due to the instruction they receive. Understanding the concepts of adult learning (such as the premise that adults are "autonomous and self-directed," "experienced goal-oriented," "require relevance," "practical," and "need to be shown respect") is crucial for researchers who want to help their students succeed.

In this era of the Fourth Industrial Revolution, it is also recommended that businesses invest significantly in their employees' learning and development to maintain their competitive advantage in the face of new challenges and opportunities.

This study concludes that, for academics to keep up with the times, the Education Trust Fund should strengthen its training policy in all dimensions and that management should continue to train its staff to generate new ideas that will continue boosting employee productivity and retaining employees. This study recommends that the Education Trust Fund revise its training policy in all its forms to keep educators current.

LIMITATIONS AND FURTHER RESEARCH

The main limitation of the study is that it focused on one case or institution thus limiting the number of survey responses. The study should focus on employees at a number of institutions or businesses and endeavor to better quantify the productivity benefits of training and development. In a future study, including work satisfaction as a moderator could be useful in arriving at the desired outcome. This research is solely concerned with the training approach, the curriculum, and the delivery mode. Therefore, additional research (training needs assessment and training evaluation) is required to determine the effectiveness of training and development. If the scope of the research were broadened, it would be possible to get a more response thus painting a more accurate picture of the issue at hand.

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