

THE IMPACT OF EMPLOYEES TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE

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Abstract— Employee training and development play a crucial role in enhancing organizational performance. For this reason, it is the responsibility of organizational leaders to comprehend the profound implications of training and development on various facets of organizational performance, including employee performance and productivity. Training and development serve as instrumental tools for both organizations and employees in accomplishing a diverse array of objectives. These encompass the elevation of morale, boosting employee engagement, and equipping individuals with the comprehensive competencies essential for the effective execution of their specific roles. In parallel, organizational leaders should employ systematic methodologies for evaluating employee productivity, with determinants stemming from personal attributes, organizational dynamics, environmental factors, motivation levels, skill proficiencies, aptitudes, and perceptions of one's role. Organizations can encourage their staff to effectively contribute to achieving a competitive edge in the modern global marketplace by offering training and development opportunities. On the other hand, organizations invest in employee training and development demonstrates their commitment to employee growth and success. This research investigation is dedicated to unravelling the impact of employee training and development on organizational performance. Moreover, it identifies the pivotal role of employee productivity as mediator factor in the relationship between training and development and organizational performance. The acknowledged significance of training and development in enhancing employee skills, knowledge, and job performance underscores the importance of aligning these initiatives with the overarching goals and strategic vision of the organization.

Keywords— **Employees, Training, Development, Organizational Performance, Employee Productivity, Employee Performance**

I. INTRODUCTION

The training and development was founded by Haunstien (1998) which is the objective and purposes are to improve the skills, knowledge, and abilities of employees so that they can perform their jobs better and contribute to the organization's goals and objectives. This can lead to increased productivity, higher

quality work, and better customer service. Additionally, offering opportunities for career growth and advancement within the organization can help to motivate and retain talented employees, which is important for the organization's long-term success.

The problem of employee productivity is a significant concern for the successful organizational performances. Therefore, employees training and development is essential to enhance the performance of the employees as well as for organizational effectiveness. Effective training and development programs make the employees efficient, skilled and motivated which ultimately makes the organization success oriented.

Training and development has been identified as a potential solution to this problem, but there is a need for further understanding the specific impact of employees training and development on organization performance. While training is often used as a tool for improving employee productivity, it is unclear to what extent training actually leads to measurable improvements in performance. This is an important problem because organizations invest significant resources in training programs, and they need to be confident that these programs are effective in achieving their intended outcomes. Furthermore, if training is not effective, it can lead to a waste of time and resources, and may result in employee frustration and disengagement. Poor performance can lead to decreased productivity, reduced employee morale, and ultimately, lower organizational profitability. This problem is particularly relevant in today's rapidly changing work environment, where employees need to continually update their skills and knowledge to keep pace with technological and organizational changes.

According to statistical data from the Society for Human Resource Management (SHRM) found that 40% of employees who receive poor training and limited opportunities to develop their skills plan to leave their jobs within the first year highlights the crucial connection between training and development opportunities and employee retention. Employees may get dissatisfied and frustrated in their jobs if they do not receive appropriate training or opportunity to expand their knowledge and abilities. Employees may struggle to carry out their responsibilities effectively without the necessary training, which could undermine their confidence and reduce their sense of fulfilment at work. It can be demotivating for them to feel underappreciated and ill-equipped to handle their obligations. Additionally, providing chances for professional growth and promotion can boost employee dedication and loyalty to the company, resulting in improved retention rates.

It is crucial that any training and development initiatives are prompt, measurable, and applicable to the specific job requirements of the company. The training and staff development programs must aid individual performance to have a positive impact on the organizational performance in the short and long term. As

asserted by Becker, Antuar, & Everett (2011), performance is associated with quantity of output, quality of output, timelessness of output, presence or attendance on the completed and effectiveness of work completed. Otherwise, where manpower resources development of an organization is not given the appropriate attention, the implication could be poor organizational performance. The success or failure of any business depends on the quality of its human capital and, while it is widely recognized that training and development play important role, there are still many concerns as to which kinds of training, development and skills acquisition bring economic success.

Consequently, it becomes necessary to determine how organizational performance can be influenced through manpower training and development. Based on the information presented, it is important to establish the correlation between training, development, and employee productivity as a mediator role. The organizations can better understand how to design and implement training programs that are effective in improving employee performance and productivity and ultimately, contribute to the success of the organization. Therefore, to maximize the impact of employee training and development on organizational performance, organizations should design and implement training programs that are relevant, engaging, and aligned with business objectives, and ensure that employees are provided with the necessary resources and support to apply their new skills and knowledge on the job. This study has highlight that employee training and development as tool for enhancement of organizational performance, and employee productivity which could be outcome of training and development has been tested as mediator role in the relationship of training and development and organizational performance.

II. LITERATURE REVIEW

A. *Training and Development*

Training and development activities are important elements of the human resource management function of an organization. Training and development refers to the practice of providing training, workshops, coaching, mentoring, or other learning opportunities to inspire, challenge, and motivate employees to perform the functions of their position to the best of their ability and within standards set by local, state, federal and private organization.

Training is the most important component of human resource management when it comes to making the best use of human resources as they are an organization's most important asset (Mahapatro, 2022). Training makes employees feel that they are part of the organization's family; it creates the sense of belonging in all employees; it creates the professional development and enhances the employee's skills; it also makes knowledgeable workforce with fewer mistakes. Vidyavihar (2019) state the training is a procedure that takes place over a brief length of time and employs a planned and ordered method, during

which non-managerial workers or personnel acquire knowledge and abilities for certain reasons. It may occur in a variety of situations, either on- or off-the-job, and inside or outside the organization. Training enhances knowledge and information about a specific field as well as improves opportunities to network (Wang et al. 2021).

B. Organizational Performance

An organizational performance can be defined as the organization's ability to attain its goals by using human resources in an effective and efficient manner. Therefore, the performance of employees is a determining factor in the success or failure of a business organizational performance. According to Rothwell and Kazanas (2006), effective employee training yields numerous benefits, including the potential for a decrease in errors, leading to an increase in the quality of goods and services. An intelligent and well-trained workforce is crucial for both productivity and the triumph of an organization.

Organizational performance occurs when each person is focused on acquiring the necessary knowledge, enabling them to achieve the goals with the least amount of effort and resources permitted by the organization's standards. Long-term procedures that promote healthy behaviour inside the business and cooperative engagement from managers and employees are all part of organizational development. Organizational performance and development are strongly related; an effective organization cannot exist without a strong development strategy (Burhan et al., 2021).

C. Employee Productivity

Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers. One way to measure productivity is by looking at an employee's production over a given time frame. A worker's productivity will typically be judged in comparison to the average of workers who perform similar tasks. Employee productivity is a crucial factor for organizations because it heavily depends on workforce productivity for any organization to be successful. Productivity can be defined as an overall measure of the ability to produce a good or service. More precisely, productivity refers to the management of specific resources to achieve timely objectives, measured in terms of both quantity and quality.

Nel et al. (2004) argue that training and development is the primary factor in the formation of employee human capital, which plays a critical role in determining long-term productivity through employee behaviour. In addition, Nankervis, Compton, and McCarthy (1999) suggest that effective training not only provides employees with the necessary knowledge and skills to complete their job duties, but also contributes to employee satisfaction and productivity, ultimately helping to achieve overall organizational

objectives. A highly skilled, competent, flexible, effective, and well-trained workforce is essential to organizational performance, productivity, and success.

III. RESEARCH METHODOLOGY

This study utilized the survey research design method and quantitative approach is used. This study employs a mono-method approach, which means that the research choice revolves around using a single data collection method. In this case, the exclusive method chosen is the administration of a questionnaire to gather data for the research.

A. Conceptual Framework

The conceptual framework was developed based on the variables identified from the literature review.

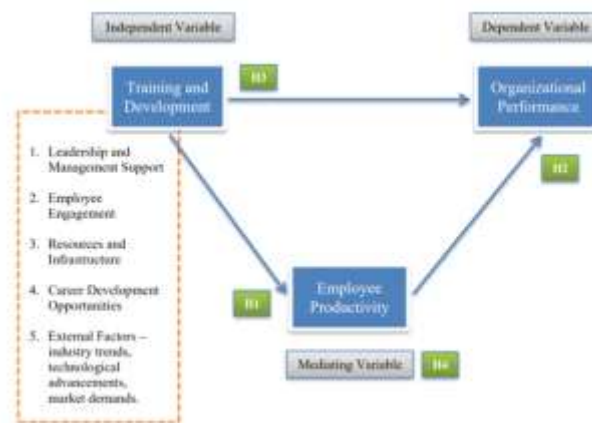


Fig. 1. Conceptual Framework

The conceptual framework for this study is based on the following theoretical assumptions and prior research: (1) Human capital theory: This theory suggests that investments in employee training and development can increase the human capital of the organization, leading to improved organizational performance (Becker, 1993); (2) Resource-based view theory: This theory proposes that employee productivity is a valuable resource that can give organizations a competitive advantage in the marketplace (Barney, 1991) and; (3) Mediation theory: This theory suggests that employee productivity may mediate the relationship between training and development and organizational performance, as employee productivity may be an important mechanism through which training and development impacts organizational performance (Baron & Kenny, 1986).

The conceptual framework proposes that training and development will have a positive effect on employee productivity, which in turn will have a positive effect on organizational performance. The

proposed framework is based on the assumption that employee productivity is a key mechanism through which training and development impacts organizational performance.

B. Data Analysis Method

After being obtained through the use of questionnaires, the primary data will be analysed using the SMART PLS 4 software. Partial Least Squares Structural Equations Modelling (PLS-SEM) will be used as the selected statistical method to evaluate the model's outcomes. The choice of SMART PLS 4 software was made for its skills, particularly in developing reliability and validity results even with small sample sizes. Furthermore, the central limit theorem can also be used by SMART PLS 4 to correct anomalous data, optimising the determination coefficient while minimizing errors.

IV. RESULTS

The raw data obtained in this study will be analyzed using several statistical tools. The statistical tools and interpretation of the results in quantitative data analysis will be using the SMART PLS 4. SMARTPLS is software with graphical user interface for variance-based Structural Equation Modelling (SEM) using the partial least squares (PLS) path modelling method.

A. Structural Model

The structural equation modelling (SEM) used in this study is illustrated in Fig. 2.

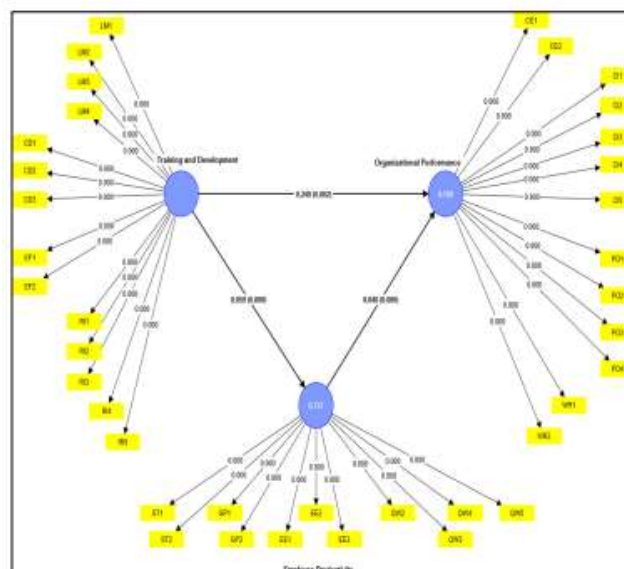


Fig. 2. Structural Model for the current study (Source: Figure constructed by author using Smart PLS 4.0)

B. P-value and Structural Model Path Coefficients

The path coefficient was performed to estimate the structural model relationship which represents the hypothesized relationship among the constructs. Path coefficient represents estimated path relationships in the structural model. Path Coefficients is vital in accessing the true nature of cause-and-effect relationships between dependent and independent variable.

TABLE I. STRUCTURAL MODEL PATH COEFFICIENTS AND THE SIGNIFICANCE OF EACH RELATIONSHIP
(SOURCE: TABLE CONSTRUCTED BY AUTHOR USING SMART PLS 4)

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values < (0.05)	Data Interpretation
Employee Productivity -> Organizational Performance	0.648	0.646	0.075	8.654	0.000	Positive, Significant
Employee Productivity -> Employee Productivity	0.859	0.86	0.022	39.843	0.000	Positive, Significant
Employee Productivity -> Organizational Performance	0.249	0.252	0.081	3.094	0.002	Positive, Significant

Table I presented the summary of structural model and the significant level was set at 0.05 (5%). This implies that when P-value is exceeded the significant level of 0.05, the result is unsupported. Based on the analysis in Table 4.10 provided, all path coefficients are positive and significant. Training and Development exerts the most substantial influence on Employee Productivity (0.859, $p < 0.05$). This underscores the statistical significance of the relationship between Training and Development and Employee Productivity. Moreover, this relationship is positive, implying that heightened Training and Development efforts generally coincide with increased Employee Productivity. Additionally, the relationship between Employee Productivity and Organizational Performance is statistically significant, as evidenced by the original sample value of 0.648 and a P-value less than 0.05. Not only is this relationship statistically significant, but it also demonstrates a positive relationship, indicating that an enhancement in Employee Productivity typically corresponds with an upswing in Organizational Performance. Furthermore, the P-value for the relationship between Training and Development and Organizational Performance (0.249) is also less than 0.05, underscoring its statistical significance. Despite the P-value being slightly elevated (0.002) in comparison to the earlier cases, it continues to provide strong evidence that intensified Training and Development efforts are associated with enhanced Organizational Performance.

In summary, all the relationships in this table are statistically significant (P-values < 0.05), and they are positively related. This means that changes or improvements in Employee Productivity and Training and Development are associated with positive changes in Organizational Performance.

C. Coefficient of Determination (R²)

Coefficient of determination, which is also known as R² value, is most widely used measure to evaluate the predictive power of the structural model R² value indicates the proportion of the variance in the dependent variable that is explained by linear regression and the independent variable. The coefficient of determination (R²) was used to measure the main model predictive power by exploring the effects of Training and Development -> Employee Productivity and Training and Development -> Organizational Performance.

TABLE II. R-SQUARE VALUE FOR THE CURRENT RESEARCH STUDY (SOURCE: TABLE CONSTRUCTED BY AUTHOR USING SMART PLS 4.0)

	R-square	R-square adjusted
Employee Productivity	0.737	0.736
Organizational Performance	0.759	0.758

In the provided Table II, there are R-squared and R-squared adjusted values for two variables: Employee Productivity and Organizational Performance. These values serve as indicators of the goodness-of-fit for a regression model and can assist in evaluating the predictive accuracy of the model. The results reveal that the model explains 73.7% of the variance in Employee Productivity and 75.9% in Organizational Performance, signifying a high level of predictive accuracy. Larger values imply that a greater proportion of the variability is attributed to the independent variables, rendering the models more dependable for prediction and inference.

D. Effect size (f²)

The effect size f² was tested to assess the rank order of each independent variable’s relevance in rank order in explaining the dependent variable. It is representing effect size of independent variables related to variance explained for the overall model. The effect size is examined to understand the magnitude of the difference between variables or the strength of the relationship and is not influenced by the sample size. This is unlike the P-value which provides results in statistically significant whether the findings are likely to be due to chance and the result more likely to be influenced by size of sample.

TABLE III. EFFECT SIZE VALUE FOR EACH INDEPENDENT VARIABLE (SOURCE: TABLE CONSTRUCTED BY AUTHOR USING SMART PLS 4.0)

	Employee Productivity	Organizational Performance	Training and Development
Employee Productivity		0.458	
Organizational Performance			
Training and Development	0.805	0.068	

The findings presented in Table III reveal that with the exclusion of Training and Development it has minimal effect on Organizational Performance at 0.068. In contrast to Employee Productivity, this exhibits a large effect on Organizational Performance at 0.458. It's noteworthy that Employee Productivity serves as a mediating factor between Training and Development and Organizational Performance, exclusion of Training and Development will have large effect on Employee Productivity at 0.805.

E. Hypotheses Testing

a) H1: There is significant relationship between training and development and the enhancement of employee productivity: the analysis aimed to assess the significance of both the direct and indirect effects in the association between "Training and Development" and "Employee Productivity." As illustrated in Table IV, the results indicate that "Training and Development" has a notably positive and statistically significant impact on "Employee Productivity." Specifically, the direct effect is estimated at 0.859, the associated t-statistic is a substantial 39.843, and the p-value < 0.005, all at a presumed 95% confidence level.

TABLE IV. DIRECT EFFECT OF TRAINING AND DEVELOPMENT TOWARDS EMPLOYEE PRODUCTIVITY ANALYSIS (SOURCE: TABLE CONSTRUCTED BY AUTHOR USING SMART PLS 4.0)

Path	Direct Effect	T statistics (O /STDEV)	P values < (0.05)	Data Interpretation
Training and Development -> Employee Productivity	0.859	39.843	0.000	Positive, Significant

The study also examined the total effects, which include both the direct and indirect impacts of the relationship. These findings are presented in Table V. It is observed that the total effects are positive, registering at 0.860, with a t-statistic of 39.843 and a p-value < 0.05. This signifies a significant relevance of utilizing "Training and Development" to elucidate "Employee Productivity."

TABLE V. TOTAL EFFECT OF TRAINING AND DEVELOPMENT TOWARDS EMPLOYEE PRODUCTIVITY ANALYSIS (SOURCE: TABLE CONSTRUCTED BY AUTHOR USING SMART PLS 4.0)

Path	Total Effect	T statistics (O/STDEV)	P values < (0.05)	Data Interpretation
Training and Development -> Employee Productivity	0.860	39.843	0.000	Positive, Significant

In statistical analysis, a high t-statistic indicates that the estimated effect is significantly different from zero and is highly unlikely to be due to random chance. In other words, it suggests a very strong and robust relationship between “Training and Development” and “Employee Productivity”. T-statistic as high as 39.843 would be considered very strong evidence of a significant relationship between the variables, assuming that the analysis was conducted correctly, and all underlying assumptions of the statistical test were met.

The results of a statistical analysis that shows a significant and positive relationship between “Training and Development” and “Employee Productivity”. The high t-statistic and very low p-value provide strong evidence for this relationship, implying that investments in training and development initiatives have a substantial and beneficial effect on enhancing employee productivity. Therefore, “Training and Development” had positive relationship with “Employee Productivity” ($p < 0.05$) supporting Hypothesis 1 (H1). The “Training and Development” explained 73.7% of variation of “Employee Productivity” ($R^2 = 0.737$).

b) H2: There is significant relationship between employee productivity and organizational performance: Table VI illustrates that “Employee Productivity” exerts a robust and statistically significant influence on “Organizational Performance”, with a reported direct effect of 0.648. This numeric value signifies both the strength and direction of the relationship between these variables. The t-statistic, documented as 8.654, and a p-value of less than 0.005, indicating high statistical significance, reinforce the credibility of this relationship. A high t-statistic implies that the estimated effect significantly deviates from zero, while a p-value below the conventional 0.05 threshold underscores its statistical significance. In essence, a p-value is a metric that gauges the likelihood of obtaining a correlation coefficient as extreme as the one observed if the null hypothesis (H0) were true. A p-value lower than the significance level, typically set at $p < 0.05$, signifies that the relationship between “Employee Productivity” and “Organizational Performance” is statistically significant, allowing us to reject the null hypothesis (H0). Analyzing the calculated correlation coefficient and p-value, we can draw meaningful conclusions. When the correlation coefficient is not only positive but also statistically significant (i.e., $p < 0.05$), it strongly suggests a significant positive relationship between “Employee Productivity” and “Organizational Performance”, lending robust support alternative Hypothesis 2 (H2).

TABLE VI. DIRECT EFFECTS OF EMPLOYEE PRODUCTIVITY ON ORGANIZATIONAL PERFORMANCE ANALYSIS (SOURCE: TABLE CONSTRUCTED BY AUTHOR USING SMART PLS 4.0)

Path	Direct Effect	T statistics (O/STDEV)	P values < (0.05)	Data Interpretation
Employee Productivity -> Organizational Performance	0.648	8.654	0.000	Positive, Significant

c) *H3: The effect of organizational performance depends on the impact of the training and development:* Table VII reveals a noteworthy relationship between "Training and Development" and "Organizational Performance." The direct effects, represented by a value of 0.249, elucidate both the strength and direction of this connection. A t-statistic of 3.094, indicating a relatively high value, signifies that the estimated effect significantly deviates from zero. Furthermore, a small p-value, specifically 0.002 (less than the common threshold of 0.05), underscores the statistical significance of this relationship. These findings collectively suggest that investments in training and development programs are strongly associated with enhancements in organizational performance, and this association is not likely due to random chance.

TABLE VII. DIRECT EFFECT OF TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE ANALYSIS (SOURCE: TABLE CONSTRUCTED BY AUTHOR USING SMART PLS 4.0)

Path	Direct Effect	T statistics (O/STDEV)	P values < (0.05)	Data Interpretation
Training and Development -> Organizational Performance	0.249	3.094	0.002	Positive, Significant

d) *H4: Employee productivity is significantly mediates relationship between the training and development and organizational performance:* Table VIII presents the result of the mediation analysis. The result show a direct effect of "Training and Development" and "Organizational Performance" (0.249, $P < 0.005$) before addition of the mediator. The simple mediation analysis revealed that "Training and Development" indirectly influences "Organizational Performance" through its impact on "Employee Productivity", and the total effect after adding the indirect effect was (0.806, $P < 0.001$) show the significance of direct effects, "Employee Productivity" as the mediator, supporting the Hypothesis 4 (H4).

TABLE VIII. MEDIATION ANALYSIS - THE P-VALUES FOR DIRECT AND INDIRECT EFFECT BETWEEN VARIABLES (SOURCE: TABLE CONSTRUCTED BY AUTHOR USING SMART PLS 4.0)

Path	Direct Effect	Indirect Effect	Total Effect	Bias	P values < (0.05)
Employee Productivity -> Organizational Performance	0.648		0.648	-0.002	0.000
Training and Development -> Employee Productivity	0.859		0.859	0.001	0.000
Training and Development -> Organizational Performance	0.249	0.556	0.806	0.001	0.002

As illustrated in Table IX, the bias-corrected bootstrap confidence interval for the indirect effect, with a point estimate of 0.556 and a p-value less than 0.05 was found to not contain zero. This indicates that the indirect effect is statistically significant and provides evidence that the mediator variable plays a significant role in mediating the relationship between variables. For this particular study, it is concluded that the indirect effect analysis method is appropriate and robust for conducting mediation analysis.

TABLE IX. INDIRECT PATH ANALYSIS (SOURCE: TABLE CONSTRUCTED BY AUTHOR USING SMART PLS 4.0)

Path	Indirect Effect	T statistics (O/STDEV)	P values < (0.05)	Data Interpretation
Training and Development -> Employee Productivity	0.556	8.848	0.000	Positive, Significant

V. CONCLUSION

Employee training and development programs play a crucial role in enhancing the performance and productivity of organizations. Employee productivity acts as a mediator between employee training and development programs and organizational performance. Employees receive adequate training and development opportunities, and as a result, their skills and knowledge improve, leading to increased productivity levels. Consequently, this has a positive impact on the organization's overall performance. A study by Chen and Xin (2004) found that employee productivity partially mediates the relationship between training and development programs and organizational performance. They discovered that organizations with effective training and development programs experienced higher levels of employee productivity, which subsequently led to improved organizational outcomes.

Training and development initiatives must be in line with the organization's strategic goals and objectives if they are to have a meaningful impact on organisational performance. Performance is more significantly impacted when the knowledge and abilities gained via training are in line with the

requirements of the organisation. While the positive impact of employee training and development on organizational performance is widely acknowledged, several factors can influence the magnitude of this impact.

Initiatives for training and development must have the support from leadership and management. The powerful example provided by leaders who actively support and participate in these programmes is one that the entire organisation can learn from. A culture of continuous learning is fostered by strong leadership support, in which workers see training as beneficial and essential for their development. Higher engagement and improved knowledge and skill retention follow from this. Leaders that stress the value of training motivate their teams to put time and effort into these initiatives. As a result, businesses with strong leadership support frequently receive greater returns on their training expenditures.

Employee engagement is another pivotal factor influencing the impact of training and development efforts. Engaged employees exhibit emotional commitment and motivation toward their work and the organization. They are more likely to embrace training and development opportunities as avenues for personal and professional growth. Engaged employees participate actively in training programs, absorb knowledge more effectively, and are willing to apply newly acquired skills in their roles. This heightened level of engagement positively impacts job performance, contributing to improved organizational performance.

Adequate resources and infrastructure are essential prerequisites for effective training and development programs. This includes financial resources for training materials, technology for e-learning and suitable physical facilities for in-person training sessions. Insufficient resources can lead to subpar training experiences and hinder employees' ability to acquire and apply new skills. As a result, organizations must ensure that they allocate sufficient resources to support their training and development initiatives. A well-funded and equipped training infrastructure enhances the overall effectiveness of these programs.

Employees are more likely to engage in training and development when they perceive clear career development opportunities within the organization. Providing avenues for employees to apply their newly acquired skills and advance in their careers is crucial. When employees see training as a pathway to career growth, they are motivated to participate actively in these programs. In addition, organizations that prioritize career development alongside training initiatives benefit from a skilled and motivated workforce. Such employees are more likely to contribute positively to the organization's performance, making it a win-win situation for both employees and the organization.

Finally, external factors such as industry trends, technological advancements, and changing market demands play a significant role in determining the relevance and effectiveness of training and development

programs. Organizations must adapt their training initiatives to align with these external factors. Failure to adapt to industry changes can leave an organization with an out-dated workforce. Conversely, organizations that remain responsive to external changes through on-going training and development are better positioned to remain competitive and thrive in their industry.

In conclusion, the positive impact of employee training and development on organizational performance is unquestionable. However, the extent of this impact is influenced by several crucial factors, including leadership and management support, employee engagement, available resources, career development opportunities, and responsiveness to external factors. Organisations must give priority to these elements and establish a friendly, flexible, and stimulating learning environment if they want to fully reap the rewards of training and development.

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