

Analyzing Role of Training and Development in Job Performance of Company Executives in Public Sector Undertakings in Uttar Pradesh

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Abstract

The significance of training in enhancing employees' confidence and job performance is widely recognized. It is a crucial process for human resource development and achieving organizational objectives. This study aimed to investigate the key factors related to the purpose and impact of training and development on job performance among company executives in selected Public-Sector Undertakings (PSUs) in Uttar Pradesh (UP). A total of 660 respondents were selected using quota sampling and were administered questionnaires to collect primary data. The collected data were analyzed using frequency analysis and factor analysis tests through SPSS version 25. The results indicate that effective communication of training program goals and employee expectations, as well as focusing on factors of satisfaction, can lead to higher job performance. Additionally, the study recommends that training programs should aim to enhance both technical and soft skills, including emotional intelligence training. Overall, the study highlights the importance of training and development in enhancing employee confidence and job performance, and provides practical recommendations for PSUs to improve their training outcomes. The findings of this study guide training and development programs for executives in PSUs, ultimately leading to better organizational outcomes.

Keywords- Training, Training and Development, Job Performance, Talent Management, Performance Management

Introduction

Training is a process for improving performance that encourages the acquisition of new skills and methods that may be used to carry out a task in the most effective and efficient manner feasible. The most effective training and development programs take into account the needs of the workforce while also contributing to the achievement of the organization's overarching goals. Training programs that are effective also inspire workers to concentrate

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on their own professional development, which eventually assists the company in meeting its short-term and long-term objectives. In order to make their training programs more efficient, businesses should place a particular emphasis on encouraging active participation from their staff members in the creation of new instructional strategies and modules. Employees are more likely to learn with objectivity when they are encouraged to do so via participatory training techniques, which in turn speeds up professional devotion and leads to steady progress in performance. The purpose of post-training evaluation is to provide an objective tool for determining, addressing, and improving past, present, and future training requirements and methods. This is done to ensure that participatory training programs are effective.

The modern business environment is characterized by constant change and fierce rivalry, both of which must be overcome by modern organizations. As a consequence of globalization and the ever-shifting expectations of their customers, businesses today have to contend with an increased number of challenges. In order to overcome these challenges and reach the level of profits that were originally planned for, various industries are making efforts to guarantee that their staff get the appropriate training and development. Employees are a company's most significant asset because of their potential to affect both the reputation of the business and its profitability. Employees may either help or hurt a company's image (Elnaga and Imran, 2013). Training is more contemporary and focuses on people's current vocations, specialized abilities, and capacities to quickly complete their roles, as opposed to development, which encourages behaviours, attitudes, and employee performance inside an organization. It refers to the process of enhancing a worker's knowledge and talents in order for them to perform better in their chosen job. The critical role that training plays in ensuring that organizational objectives are met while also satisfying the needs of employees and the company as a whole (Stone, 2002).

Scope and Significance of Study

The company's strengths and advantages in the market are directly linked to the knowledge and talents of its personnel. (Drucker, 1999). One of the most important roles in the majority of organizations is training and development. This is due to the fact that both activities provide high levels of performance in their respective fields and are critical components of the department that deals with human resources. This is due to the fact that improved employee performance has a direct and substantial bearing on the overall success of a firm. (Mozael, 2015). Employee performance may be significantly improved by the implementation of training and development programs for staff members. (Naveed, 2014).

The process of development is a long-term education through a systematic and organized technique by which members of the administrative staff learn conceptual and theoretical concepts and theoretical knowledge for general-purpose applications. conceptual and theoretical conceptual and theoretical conceptual and theoretical conceptual and theoretical conceptual and theoretical conceptual and theoretical conceptual and theoretical Training and development have been shown to improve the workforce's capacity to accomplish organizational objectives. This is a well-established fact. Training is seen as being able to support the capacity to adjust to changes brought about by changes in technological innovation, market competition, organizational restructuring, and most importantly, employee performance. This ability is regarded to be facilitated by training. As a consequence, the purpose of this investigation is to illustrate how employee training and development affect their performance (Mozael, 2015).

The existing organizations have a duty to satisfy the training needs brought about by the shifting and rising degrees of industry internationalization, the myriad of national viewpoints, and a diverse workforce (Abdus, 2011). The significance of training is in the achievement of organizational objectives, taking into account both the interests of employees and those of the company (Stone, 2002). Training, on the other hand, includes things like management training and software training, while development often refers to activities that strengthen an employee's capabilities in preparation for new jobs. Businesses presently have the challenge of adapting to new circumstances as a result of the rapid pace at which both technology and the globe are undergoing change. As a result of advances in technology, it is now necessary for individuals to possess certain abilities in order to do certain jobs. To overcome these challenges, every firm has to implement training programs that are superior and more efficient. Therefore, the author tried to focus on the training and development scenario of the selected UP PSUs in Lucknow city.

Literature Review

There is a wide range of interpretations of the word "training" that may be found in published works (Dipboye, 2018). Some of these interpretations place a greater emphasis than others on the need of meeting current knowledge, skill, and aptitude standards.

According to Sitzmann and Weinhardt (2018), the vast majority of training that is conducted in organizations focuses on building KSAs that are explicitly relevant to the work. These are the abilities that Sitzmann and Weinhardt refer to as "hard skills." The authors of the aforementioned study on training, Tharenou et al. (2007), focused primarily on the hard skills components, and they did not include any soft skill or development programs in their research. They define training as "the systematic acquisition and development of the knowledge, abilities, and attitudes necessary for employees to successfully complete a job or task and to enhance performance." Training helps employees acquire and develop the knowledge, abilities, and attitudes necessary to successfully complete a job or task (Tharenou et al., 2007, p. 6).

Al-Nowaiser, (2022) examined that in order for fast-moving consumer goods (FMCG) companies to prosper in the present situation of the global economy and sustain their competitiveness, these companies need to make the transition into "Learning Organizations." The primary purpose of this research was to evaluate the connection that exists between the success of organizations and the training and development activities that they participate in. in the fast-moving consumer goods (FMCG) business and to concentrate on the impact of "Line Managers" and training and development (TND) programs.

It was observed by Niati, Siregar, and Prayoga (2021) that training had an effect on job performance as well as career progression. This was accomplished by employing work motivation as a mediator in the study. Their results showed that monetary incentives and additional training may help improve an employee's overall performance at work. People's careers might potentially improve with the support of workplace training, motivation, and performance on the job.

Asamoah & Avenorgbo (2021) conduct an analysis to determine the effect that COVID-19 has on the overall performance of workers employed by SMEs. Their article explores the ways in which SMEs have dealt with the training and development requirements that have arisen as a result of the COVID-19 outbreak. This study paves the way for future empirical research on the subject of e-training and development. Also, it offers a scientific foundation for e-training and its relationship to employee performance. They arrived at the conclusion that

small and medium-sized businesses (SMEs) can maintain their competitiveness in the market by boosting the overall performance of their personnel via the implementation of training programs.

In the opinion of Abbas (2014), training is an essential component of an employee's progress inside a company. This is because some workers lack the requisite knowledge, skills, and competencies, and as a result, they are unable to perform duties within the allotted time. In addition, training is a kind of educational activity with the goal of assisting students in the acquisition of certain information and skills in advance of performing a job or other work. The job or the task itself is the primary emphasis of training. For example, there may be a demand for effectiveness as well as safety while using certain tools or equipment. Another example may be the need for an effective sales team (Cole, 2002).

According to Saleem et al. (2011), training is the process of systematically expanding an employee's information, skills, and sentiments that are essential for the employee to effectively perform in the given method as well as to function in subordinate scenarios. In addition, training helps workers enhance their abilities in a very effective manner by motivating them and changing them into persons who are well-organized and pleasant. This, in turn, has an influence on the efficiency with which the company operates.

On the other hand, according to Laing (2009), training is an indication that workers are gaining superior abilities, knowledge, views, and skills that contribute to their productive performance.

This is in line with the theory that training is an essential method for boosting the productivity of workers, which in turn has an effect on the efficiency and effectiveness of the organization (Singh and Mohanty, 2012).

While Singh and Mohanty (2012) highlighted in their research that training is an essential tool for improving workforce performance and that it will ultimately enhance an organization's value, they also highlighted that an organization should strike a balance between the value of training and the cost of providing it. While training is an essential tool for improving workforce performance, an organization should also strike a balance between the cost of providing training and the value of training. In addition to this, Chris (2011) states that staff development is essential for an organization to increase employee performance and that the business should evaluate the training program in line with its objectives and missions.

Additionally, Armstrong (2009) has differentiated between training and development by putting his concept into words, stating that training assists in gaining those competencies that enable employees to perform better in their current jobs. Development, on the other hand, helps employees acquire skills that enable them to advance in their careers.

Training is the process of enhancing a worker's knowledge, talents, and potential for performing a certain job. It is a planned expansion of the knowledge, abilities, and perceptions needed by employees to perform effectively in the proposed process and in challenging circumstances Saleem et al. (2011). Moreover, Laing (2009) assumed that training is a measure to improve the employees' superior abilities, perspectives, and skills that lead to effective performance.

Singh and Mohanty (2012) believe that training is a crucial tool for raising employee output, which in turn influences the efficiency and effectiveness of the business. On the other

hand, Training must be talked about in such a way that it covers the employee's performance-development needs and is in accordance with their job descriptions.

According to Mahbuba (2013) assumed that the role of a trainer is evolving from one of the only imparting skills to one of an active communicator who works to accomplish organizational goals in addition to training-related ones. The major goal of the training is to increase employees' knowledge and abilities, as well as to alter their attitudes and behaviours, to enable them to more readily adopt new technologies in the workplace for production. As a result, there will be less turnover and absenteeism. Employees with good training perform both in terms of quantity and quality. If a personnel is effectively trained, less time, money, and resources are wasted James et al. (2014).

Training's importance and worth have long been acknowledged. Take the well-known and frequently cited proverb, "Give a man a fish and you feed him for a day. One who learns to fish will be fed for the rest of his life (McClelland, 2002). Therefore, training is a procedure to increase employees' confidence at work so they can perform better. Without a doubt, training is crucial to the development of human resources and achieving an organization's overarching goals. In the 2006 Annual Learning and Development Survey Report by the CIPD, 85% of respondents stated that "training is more targeted to fulfilling the strategic goals of the business."

A good employee training program can improve productivity and workplace satisfaction. Training serves as a devoted watchdog for both the company and its personnel. It increases income and lowers personnel turnover and absenteeism. The most long-lasting investment a business can make to raise employee motivation and provide better products and services with higher levels of customer satisfaction is training (Cole, 2002).

An extra essential component of training may assist lead the representatives in making effective use of the company's assets, therefore decreasing or even eliminating the risk of waste. This component of training can help direct the representatives in making efficient use of the company's assets. A person who has received training may also have a stronger feeling of professional security. This is because the worker may perceive that the firm has invested in them, which decreases the possibility that they would be terminated from their position. There is a correlation between a sense of professional stability and a reduction in job turnover. According to Cole (2002), training has the potential to cut turnover as well as the expenses associated with modification management and overall creation.

Objectives of Study

Objectives of this study are as follows:

- To identify the key aspects related to the purpose of training and development, as perceived by company executives working in selected Public-Sector Undertakings (PSUs) in Lucknow, Uttar Pradesh.
- To assess the impact of training on job performance, as perceived by company executives working in selected PSUs in Lucknow, Uttar Pradesh.

Research Methodology

This study is descriptive in nature and relies on primary data collected through the administration of well-constructed questionnaires to respondents, specifically company

executives from selected Public-Sector Undertakings (PSUs) in Lucknow, Uttar Pradesh. Both scheduling and questionnaire methods were employed to obtain the responses. The 14 selected UP PSUs are listed below:

UTTAR PRADESH AVAS EVAM VIKAS PARISHAD	THE PRADESHIYA INDUSTRIAL AND INVESTMENT CORPORATION OF U.P. LTD. (P I C U P)
U.P. POWER CORPORATION LTD.	U.P. SMALL INDUSTRIES CORPORATION LTD.
U.P. STATE INDUSTRIAL DEVELOPMENT COPORATION LTD.	U.P. DRUGS & PHARMACEUTICALS CO. LTD.
UTTAR PRADESH JAL VIDYUT NIGAM LTD.	U.P. STATE TOURISM DEV. CORPORATION LTD.
UTTAR PRADESH RAJYA VIDYUT UTPADAN NIGAM LTD	U.P. STATE ROAD TRANSPORT COPORATION.
U.P. STATE HANDLOOM CORPORATION LTD.	U.P. STATE BRIDGE CORPORATION LTD.
U.P. PROJECTS CORPORATION LTD.	UTTAR PRADESH RAJKIYA NIRMAN NIGAM LTD.

The study's sample size consisted of 660 respondents selected through the quota-sampling technique. To achieve the research objectives, data were analyzed using frequency analysis and exploratory factor analysis through the utilization of SPSS version 25.

Hypotheses

The following hypotheses can be framed based on the study's objectives:

H1: There are significant key aspects related to the purpose of training and development, as perceived by company executives working in selected Public-Sector Undertakings (PSUs) in Lucknow, Uttar Pradesh.

H2: Training has a significant impact on job performance, as perceived by company executives working in selected PSUs in Lucknow, Uttar Pradesh

Data Analysis & Interpretation

Demographic Profiles of the Respondents

On analyzing the demographic profile of the respondents, it was found that there was a total of 660 company executives working in selected 14 PSUs in Uttar Pradesh. Out of these 660 executives, 36.4% of respondents were lower-level executives, 44.2% respondents were middle-level executives, 19.4% respondents were senior-level executives. The age of these respondents revealed that 30.2% of respondents aged between 21-30 years, 26.8% respondents aged between 31-40 years, 18.9% respondents ages between 41-50 years and 24.1% respondents aged between 51-60 years. It was also found that out of a total of 660 respondents, 65.5% of respondents were male, and 34.5% respondents were female. The marital status of these executives showed that 50.6% of them were single, 48.8% were married and 0.6% were others. In addition, the educational qualifications of these respondents revealed that 19.5% were graduates, 36.4% were post graduates, 37.1% were professionally & technically qualified and 7.0% were having other qualifications.

The study also enquired about the respondent's monthly income and it was revealed that out of a total of 660 respondents, 24.4% respondent were earning from Rs. 50,000 to Rs. 75,000, 45.5% of respondents were earning from Rs. 75,001 to Rs. 1,00,000, 5.9% respondent were earning from Rs. 1,00,000 to Rs. 1,25,000, 19.4% respondent were earning from Rs.

1,25,000 to Rs. 1,50,000 and 4.8% respondent were earning above Rs. 150000. Lastly, on analyzing the work experience of the executives it was seen that out of total 660 respondents, 26.8% respondents have less than 5 years of experience, 30.8% respondents have 6 to 10 years of experience, 15.9% respondents have 11 to 15 years of experience, 17.0% respondents have 16 to 20 years of experience and 9.5% respondents have more than 20 years of experience

Factor Analysis: Identifying the most important factors of Purpose of Training and Development for All Respondents.

Factor Analysis was performed to determine the most important factors of the Purpose of Training and Development for all Respondents.

The test revealed that the KMO measure of sampling adequacy is **0.654** indicating that the data for the study is adequate and Bartlett’s test of sphericity is significant ($p < 0.001$); which indicates that correlation is enough between variables to continue with the analysis.

Table 1-Total Variance Explained

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Variance % of	Cumulati ve %	Total	Variance % of	Cumulati ve %	Total	Variance % of	Cumulati ve %
1	3.000	33.330	33.330	3.000	33.330	33.330	2.110	23.443	23.443
2	1.646	18.287	51.616	1.646	18.287	51.616	1.968	21.864	45.307
3	1.103	12.260	63.877	1.103	12.260	63.877	1.671	18.569	63.877
4	.889	9.882	73.759						
5	.856	9.511	83.270						
6	.482	5.350	88.620						
7	.401	4.453	93.073						
8	.333	3.702	96.775						
9	.290	3.225	100.000						

Extraction Method: Principal Component Analysis.

Interpretation: Output has identified 3 linear components within the data set. After extraction and rotation, the most important component 1 explained 33.330% of total variance, component 2 explained 18.287% of total variance and component 3 explained 12.260% of total variance that can be extracted. As evident from the above table (Total Variations Explained) it was found that from the total 3 components, 1st component is most important and can be extracted.

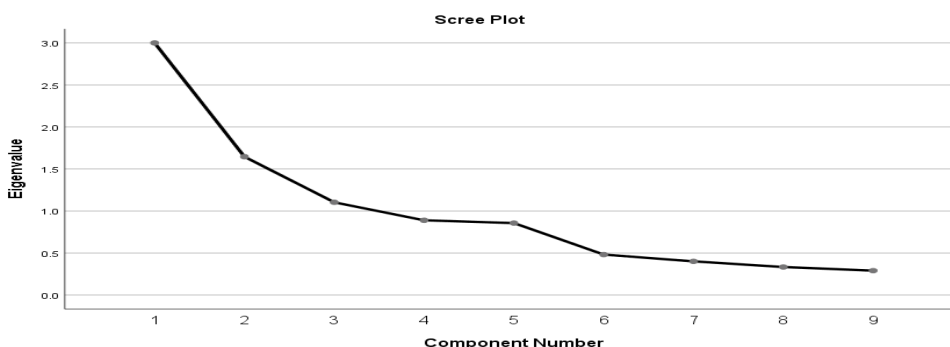


Figure- 1 Scree Plot

Table 2- Rotated Component Matrix

	Rotated Component Matrix^a		
	1	Component 2	3
25. To increase the quality and magnitude of work.	.847	.164	.114
26. To introduce the staff to the organizational culture and enhance it.	.838	-.144	.202
24. To improve employees' technical job abilities.	.755	.376	-.045
23. To help employees understand the new services/products, programs, and service/product orientation of the organization.	.136	.869	.038
22. To provide additional knowledge and meets the needs of redeployment.	.118	.641	.164
30. To train them in team skills and leadership.	.214	-.179	.813
28. To improve employees' job performance.	-.093	.549	.634
29. To prepare employees for future job assignments.	-.006	.416	.564
27. To ensure better job adjustment and to have high morale.	.184	.326	.455

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 7 iterations.

Findings: Most Important factors of Purpose of Training and Development for All Respondents.

In the present study Factor Analysis exhibits the rotated factor loading for the statements (Variables) of the most important factors of Purpose of Training and Development for All Respondents.

Looking at the table of Rotated Component Matrix, we found that-

Component -1 includes the following 3 variables

- To increase the quality and magnitude of work.
- To introduce the staff to the organizational culture and enhance it.
- To improve employees' technical job abilities.

Component -2 includes the following 3 variables

- To help employees understand the new services/products, programs, and service/product orientation of the organization.

- To provide additional knowledge and meets the needs of redeployment.

Component -3 includes the following 4 variables

- To train them in team skills and leadership.
- To improve employees' job performance.
- To prepare employees for future job assignments.
- To ensure better job adjustment and to have high morale.

Factor Analysis: Identifying the most important factors of the Impact of Training on Job Performance for All Respondents.

Factor Analysis was performed to determine the most important factors of the Impact of Training on Job Performance for All Respondents.

The KMO measure of sampling adequacy is **0.764** which is indicating that the study's data is adequate and as Bartlett's test of sphericity is significant ($p < 0.001$); it means that the correlation between variables is also enough to continue with the analysis.

Table 3-Total Variance Explained

Component	Total Variance Explained									
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings			
	Total	e Variance	% of Cumulative %	Total	e Variance	% of Cumulative %	Total	e Variance	% of Cumulative %	Total
1	4.228	38.438	38.438	4.228	38.438	38.438	2.880	26.184	26.184	
2	1.655	15.048	53.486	1.655	15.048	53.486	2.501	22.737	48.921	
3	1.201	10.914	64.400	1.201	10.914	64.400	1.703	15.479	64.400	
4	.905	8.229	72.629							
5	.766	6.965	79.593							
6	.626	5.688	85.281							
7	.461	4.191	89.472							
8	.355	3.224	92.696							
9	.328	2.980	95.676							
10	.291	2.649	98.325							
11	.184	1.675	100.000							

Extraction Method: Principal Component Analysis.

Interpretation: Output has identified 3 linear components within the data set. After extraction and rotation, the most important component 1 explained 38.438% of total variance, component 2 explained 15.048% of total variance and component 3 explained 10.914% of total variance that can be extracted. As evident from the above table (Total Variations Explained) it was found that from the total 3 components, 1st component is most important and can be extracted.

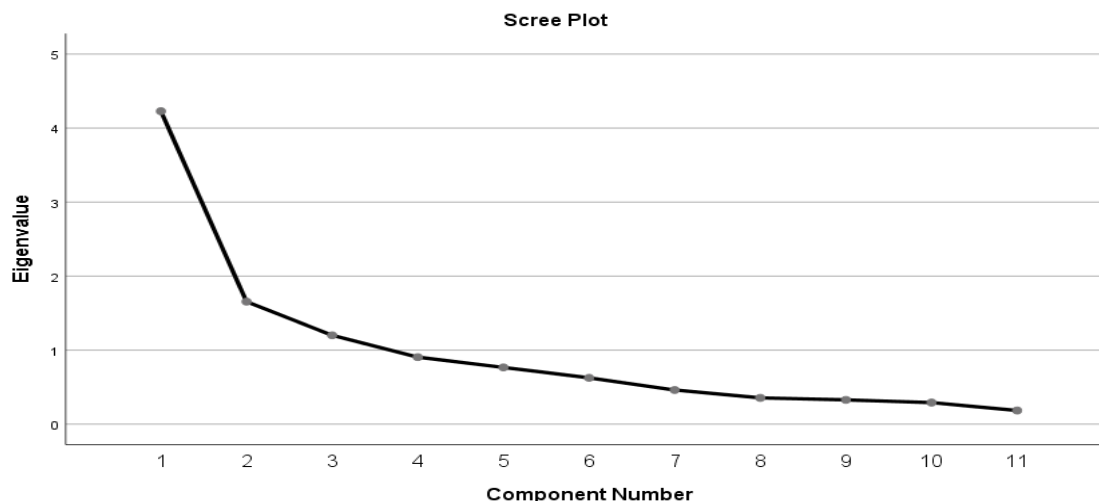


Figure- 2 Scree Plot

Table 4- Rotated Component Matrix

	Rotated Component Matrix^a		
	1	2	3
43. The employees in my organisation are enthusiastic about training.	.774	.067	.080
44. Training and Development policies and practices are aimed at employee's performance improvements.	.660	-.028	.342
39. I guide the performance of others while holding them accountable.	.646	.566	-.106
42. Training and Development policies and practices are aimed at employee's performance improvements.	.645	.060	.233
40. I lead others by setting good examples.	.605	.362	.063
38. I feel that I must further develop myself even when my job does not demand it.	.603	.549	-.120
36. I take responsibility for personal performance.	.049	.813	.099
35. I am able to change easily, whenever required.	.015	.755	.237
37. I hold myself accountable for meeting my objectives.	.488	.687	-.115
45. Training and Development enables trainees to learn and apply new skills and knowledge.	.111	-.009	.869
41. I recognize the need for change and foster it	.170	.188	.814

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 9 iterations.

Findings: Most Important factors of Impact of Training on Job Performance for All Respondents.

In the present study Factor Analysis exhibits the rotated factor loading for the statements (Variables) of the most important factors of the Impact of Training on Job Performance for All Respondents.

Looking at the table of the Rotated Component Matrix, we found that-

Component -1 includes the following 6 variables

- The employees in my organization are enthusiastic about training.
- Training and Development policies and practices are aimed at employee performance improvements.
- It guides the performance of others while holding them accountable.
- Training and Development policies and practices are aimed at employee performance improvements.
- I lead others by setting good examples.
- I feel that I must further develop myself even when my job does not demand it.

Component -2 includes the following 3 variables

- I take responsibility for my personal performance.
- I am able to change easily, whenever required.
- I hold myself accountable for meeting my objectives.

Component -3 includes the following 2 variables

- Training and Development enables trainees to learn and apply new skills and knowledge.
- I recognize the need for change and foster it

Conclusion and Suggestions

A further important component of training may aid in directing the representatives to make optimum use of the company's assets, so decreasing or even eliminating the possibility of waste. A worker who has received training may have a higher feeling of professional security if they perceive that their probability of getting laid off has decreased since their employer has invested in them.

A good employee-training program can improve productivity and workplace satisfaction. Training serves as a devoted watchdog for both the company and its personnel. It increases income and lowers personnel turnover and absenteeism. The most long-lasting investment a business can make to raise employee motivation and provide better products and services with higher levels of customer satisfaction is training.

Thus, the current research intends to contribute to the existing body of knowledge by examining the most essential objective of training and development from the viewpoint of corporate executives of UP PSUs in Lucknow. According to the findings, the most essential aim of training and development is to raise the quality and quantity of work, as well as to expose workers to the corporate culture and enhance it. They also asserted that training should

purpose to improve employees' technical job abilities. Further, the training and development practices of the PSUs should be such that the employees understand the new services/products, programs, and service/product orientation of the organization. Nevertheless, the purpose of the training cannot be fulfilled unless it provides additional knowledge and meets the needs of redeployment.

The results seemed realistic as the training and development on one hand is an investment in the employees' development directly and in the organization indirectly. On the other hand, training is an investment that seeks to generate good payback in the form of achieving the very purpose for which it was designed and implemented. Therefore, employees considered the above-discussed factors of training and development purposes as the most important ones.

Another key result that came out of this research was an investigation of the most crucial aspects of the influence that training has on the job performance of workers working in UP public sector organizations in the city of Lucknow. The findings showed that one of the most significant aspects of the influence of training and development on the performance of the firm was that executives believed that workers in their organization were passionate about training. This could also mean that employees were happy at work which might have reduced

Their absenteeism improves the burnout conditions if any. Another important impact of training & development policies and practices was that employee performance was improved. In addition, the training & development policies ensured that employees are guided and are also held accountable so that they may play their job duties cautiously. The executives were also found to believe that training & development helped them to perform better to set a good example for their employees. The executives also felt the need to further develop themselves as per the requirement of the job.

Thus, the present study brings to light the important factors of purposes and impact of training & development in the UP PSUs in Lucknow city. Now, the researcher moved to provide some valuable suggestions for the study as per the results of the study.

Suggestions

The following suggestions can be put forth-

- The employees should be communicated about the purposes of the preparation and expansion programs and their expectations from the output of such programs should be comprehended to make the training as per their needs.
- Factors of satisfaction from the training programs should be focused on by the executives so that employees feel happy and important being a part of the organization.
- Efforts should be made by the executives that any training program should aim at improving the job performance of the employees by enhancing the existing level of skills and capabilities.
- Apart from the technical skills enhancement employees should also be trained in improving their soft skills.
- Emotional intelligence training should also form an integral part of the training programs of the organization.

Practical Implications

Based on the study's findings, the following implications can be drawn:

- Organizations should ensure that employees understand the purpose and expected outcomes of training and development programs, and tailor the training according to their specific needs.
- The satisfaction of employees with the training programs should be a priority for the executives, as it can positively impact their motivation and commitment towards the organization.
- Training programs should focus on improving the job performance of employees by enhancing their existing skills and capabilities.
- Along with technical skills, training should also be provided to improve soft skills, such as communication, teamwork, and leadership.
- Emotional intelligence training should be included as an integral part of the training programs, as it can significantly impact employee job performance and overall well-being.

Future research directions

- Based on the study's findings, the following directions for future research can be suggested:
- Conducting similar studies in different industry sectors and geographical locations to explore the generalizability of the findings.
- Investigating the impact of different types of training and development programs on employee job performance.
- Examining the effectiveness of various training delivery methods, such as e-learning, blended learning, and on-the-job training.
- Studying the long-term impact of training and development programs on employee job performance and organizational outcomes.
- Exploring the role of managers and supervisors in facilitating the transfer of training to the workplace

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