



Asian Journal of Management and Commerce

E-ISSN: 2708-4523
 P-ISSN: 2708-4515
 AJMC 2023; 4(2): 212-221
 © 2023 AJMC
www.allcommercejournal.com
 Received: 08-09-2023
 Accepted: 17-10-2023

Dr. K Devi
 Department of Commerce,
 DAV Autonomous College,
 Titilagarh, Odisha, India

Dr. Devadutta Indoria
 Department of Commerce,
 Vikram Dev University,
 Jeypore, Odisha, India

Significance of employee training and development programs for skill enhancement, career growth, and employee retention

Dr. K Devi and Dr. Devadutta Indoria

DOI: <https://doi.org/10.22271/27084515.2023.v4.i2c.212>

Abstract

Introduction: For understanding the efficacy of employee training and development, the empirical study is constructed. The study is aimed at the effectiveness and need for employee training across the globe. Information has been provided regarding annual spending on employees worldwide.

Literature Review: Several past pieces of research have been analysed with minute details to make out the effectiveness and factors of employee training. The issues and feasible recommendations have also been conferred in this section. The need for external partnerships is highlighted along with the Felder-Silverman learning style model.

Methodology: 13 questions have been framed followed by using the responses of 60 individuals who are currently employed in the MNCs. the primary source of information has been beneficial for the overall study in the present research. Besides, IBM SPSS software has been used to determine the relationship of the selected variables.

Results and Analysis: It has been found that employee training and development significantly contributes to the skill development, and growth of the employees.

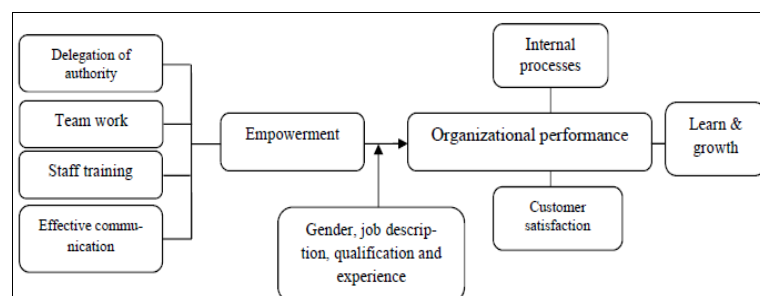
Discussion: Information concerning to the success of employee training and development is mentioned in this section.

Conclusion: The entire study has been concluded with the gathered information from each section in an abridged way.

Keywords: Employee training and development, skill building, employee retention, growth, L&D, cognitive consciousness, green behaviours, turnover intention, e-learning model

Introduction

Improved capacities, skills along knowledge of the talented employees can provide a broad source of competitive advantage in the global market. Employee motivation and commitment are the prerequisites of effective training programs resulting in long-term planning, formulation of new skills, and improvement the employee performance. As per the notion of Ali *et al.* (2019) [2], necessary works related to customer satisfaction along with product quality and events are essential which require proper employee training and development programs to accomplish maximum potential. The accomplishment of any organisation can be relayed to the employees where retention is paramount. Additionally, companies need to ensure adequate employees to be competitive and financially dominant with the inherent benefits (Al-Omari *et al.* 2020) [3].



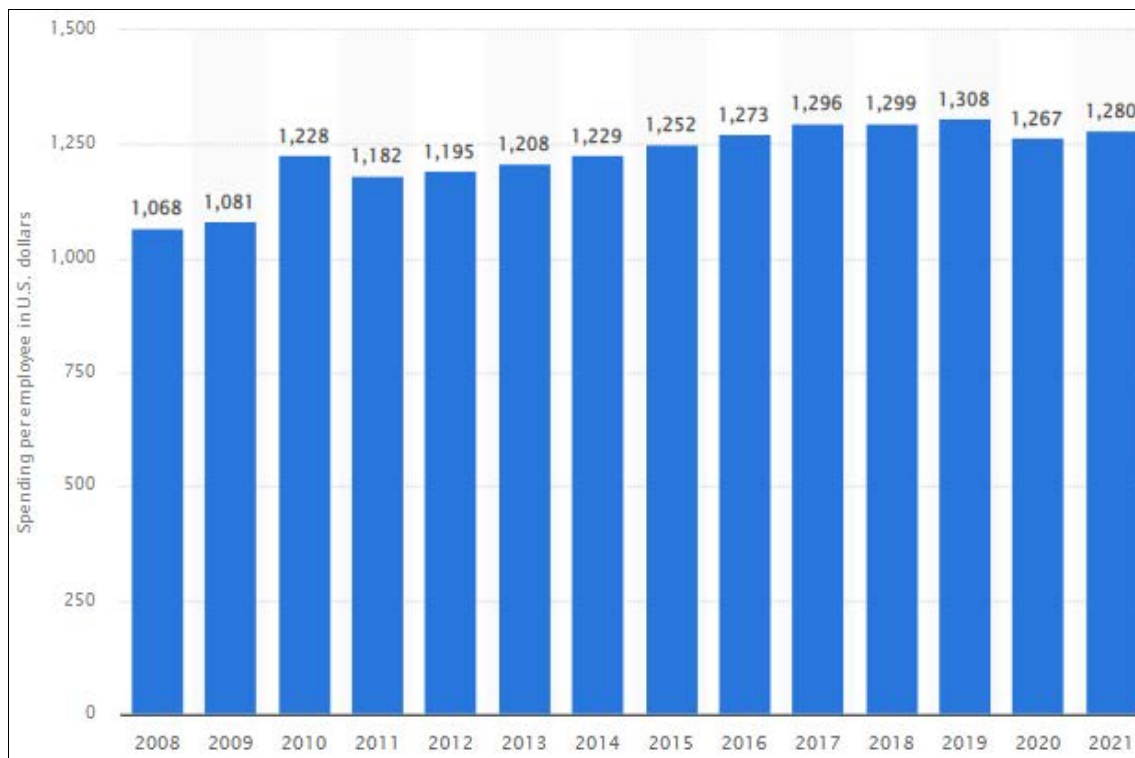
Source: Al-Omari *et al.* 2020 [3]

Fig 1: Internal process of staff training

Corresponding Author:
Dr. K Devi
 Department of Commerce,
 DAV Autonomous College,
 Titilagarh, Odisha, India

Figure 1 depicts the integral relationship between employee empowerment and organisational performance with proper learning and growth. On the other hand, explicit knowledge and tacit knowledge need to be passed to the employees in a well-structured way with well-designed traditional training to increase the organizational business process (Munoz-Pascual & Galende, 2020) ^[13]. [Refer to Appendix 3] Work-life conflict and the role of trainers play a significant role in determining a superior level of employee

performance from all aspects. Experiences must be encouraged with the trainer's plan with a sophisticated learning and Development (L&D) team along with a support group and a raining budget. Information overload, workforce resistance, and employee roadblocks have become common challenges in the era of uncertainty. In this context, 46% of the HR managers possess specific training whereas 67% hold an enhanced L&D Budget in 2022 (Forbes, 2022) ^[7].



Source: Statista, 2023 ^[19]

Fig 2: Average spending on workplace training worldwide

As shown in Figure 2, the average spending on employees in L&D steadily increased between 2008 and 2019 reaching nearly 1300 USD per worker. Henceforth, L&D has a significant effect by becoming a competitive differentiator for current and future employees leading to mental health and life skills.

Aim

The focal point of the research is to assess the importance of employee training and development programs to heighten skill, and career growth, and retain employees.

Research objective

RO1: To explain the importance of employee training and development programs

RO2: To evaluate the contribution of employee training and development programs on skill development and career growth

RO3: Analysing the factors impacting various training and development programs of the employees

RO4: To detect different issues of employee training and provide recommendations for those issues

Research question

RQ1: Why employee training and development programs are important for career growth and skill enhancement?

RQ2: What are the contributions of employee training and development programs on skill development and career growth?

RQ3: What are the factors impacting various training and development programs of the employees?

RQ4: What kind of issues is present in employee training and what are the feasible ways to get rid of those issues?

Literature review

Contributions to employee training and development programs for the current and future employees

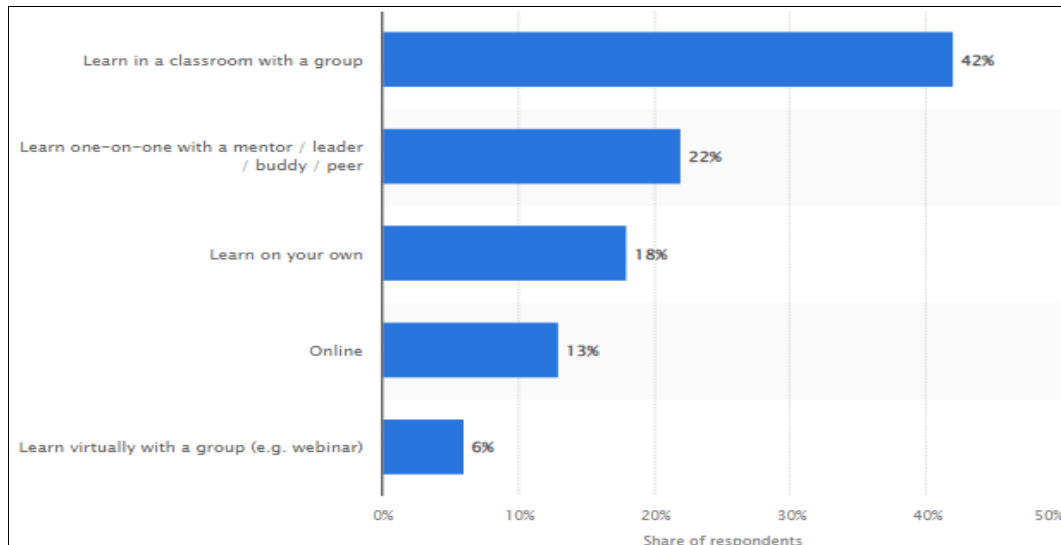
Employee training and development play a pivotal role in terms of job performance and job satisfaction. In accordance with Ozkeser (2019) ^[14], individual and organisational productivity have an intricate connection to the decision-making and problem-solving skills contributed by training. On the contrary, Ababneh (2021) ^[1] indicated that the sustainability initiatives of organisations can be heightened with cognitive consciousness, management, and appraisal of environmental issues related to the in-role and extra-role

behaviours of the trainers. Besides, motivation aspects and green behaviours are also developed with sophisticated training. Therefore, employee training and development can go a long way in the path to organisational success.

Importance and factors contributing to employee training and development programs

Robust corporate training and development programs must be aligned with the company goals and objectives by conducting a gap analysis. As claimed by Rawashdeh &

Tamimi, (2020) [16], organisational commitment and turnover intention play a significant role in determining the quality of training provided. Additionally, the selection of the right training tools augurs well to evaluate, measure, and track the progress of training. Contradictorily, Stachová *et al.* (2019) [18] stated that inflow and outflows of knowledge along with external partnerships are influential in terms of dealing with the Industry 4.0 paradigm. Hence, necessary staffing structure and new knowledge are essential and important factors in employee training these days.



Source: Statista, 2023 [19]

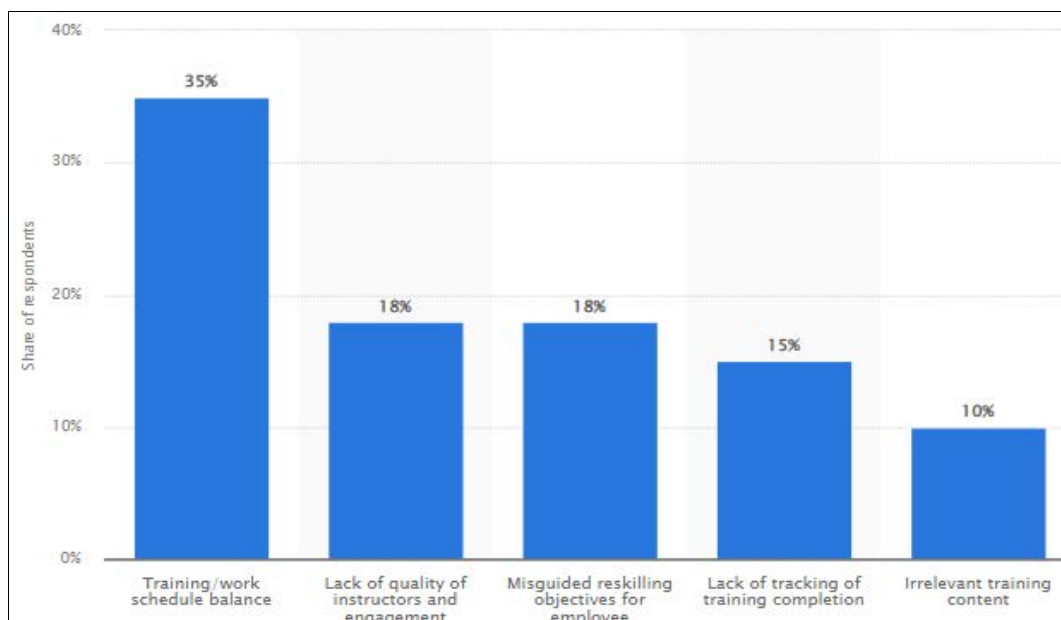
Fig 3: Most preferred workplace learning methods

Figure 3 highlights that classroom learning is considered one of the most preferred methods followed by one-on-one with a mentor with 42% and 22% responses respectively.

Issues persist regarding employee training on growth and skill development

A number of challenges crop up while employee training and development go on in the form of ample time and the content of training materials. As imprinted by Stachová *et*

al. (2019) [18], the dispersed workforce and relevance of the entire training procedure can affect employee development and attract new employees. Moreover, the instructor-led sessions can be ineffective which can be a hindrance in finding the right SMEs. As opposed by Bragg *et al.* (2021) [5] (Source: Statista, 2023) [19] a tight budget can be a limiting factor when employee training is considered. Along with this, insufficient bandwidth can be a serious issue in putting the training together.



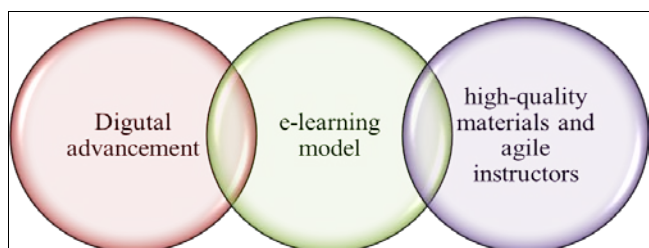
Source: Statista, 2023 [19]

Fig 4: Employee training challenges

As shown in Figure 4, employees find it difficult to find the proper training and work schedule balance along with a lack of quality instructors and irrelevant training content.

Feasible recommendations to alleviate the challenges of employee training and development programs

It is not difficult to understand that top-notch instructors are supposed to be present with high-quality materials with an indelible focus on micro learning and relatable scenarios. Additionally, the adopted e-learning model can be worth its weight in gold with self-regulation strategies of ESD or education for sustainability and development (Zhang *et al.* 2020) [23]. Besides, bringing ready-made courses and course creation processes are highly influential in bringing the remorse workforces together. Lastly, digital advancement is an integral factor in the training process to foster critical thinking and professional development.



Source: Influence by Zhang *et al.* 2020 [23]

Fig 5: Recommendations for employee training

From Figure 5, it is ascertained that e-learning, the role of the instructors, and above all technological advancement have become growing concerns in several SMEs.

Felder-Silverman learning style model

This model can be effective in employee training and development with the step-by-step delivery of information. Moreover, his model is highly inclined to connect the dots that are present between the information. The whole way of processing information can be attained with this model with different learning styles based on individual preferences (Hidayat & Utomo, 2020) [8]. Lastly, the four dimensions of this model are highly influential in understanding and processing information.

Methodology

Data collection

In the present study, primary data sources have been considered. As claimed by Ibrahim *et al.* (2021) [9], reliable and relevant information collection is fundamental for producing a reliable outcome of the study. In his context, 60 participants were selected by the process of random sampling method with unbiased data. All 60 participants are employees of different categories in the corporate sectors as the individuals have ample knowledge for the research. Questionnaires are considered an important tool for the study to execute the research work with the demographic

and descriptive analysis. Therefore, a reliable outcome for the entire study has been presented with the analysis of collected information with the 13 questions.

Data analysis

A quantitative method of analysis was considered to meet the aim of the study significantly. Quantitative analysis aids in producing a reliable outcome with the analysis of statistical data (Kabukcu & Chabal, 2021) [11]. Moreover, quantitative analysis can provide a better perspective of the relationship between various factors. For an effective analysis of the collated data, IBM SPSS Software has been used in the form of ANOVA, correlation, and regression to present the relationship between dependent and independent variables.

Data can be considered a salient aspect of the execution of the research work followed by data analysis which is gathered to enlighten the purpose of the study. The outcomes of the tests, on the other hand, are helpful in determining the effectiveness of the whole research process which is implicated in executing the research procedure. The 60 participants were surveyed for analysing their viewpoints related to the invention topic.

Findings

Demographic Profile Analysis

A detailed analysis of the “Demographic Profile” is constructed in this section by the investigator. As per the view of Feil *et al.* (2020) [6], demographic analysis is considered beneficial to examine and analyse the adequate parameters regarding “individual demographic phenomena”. The personal opinions of the respondents underline the “significance of employee training and development” through the consideration of different demographic parameters in the form of “gender, age, and position in the company” aiding in escalating the authenticity.

Gender

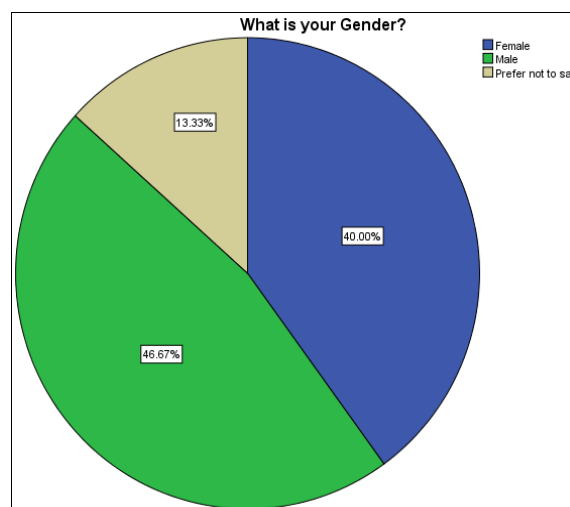


Fig 6: Gender of the respondents'

Table 1: Table related to gender

What is your Gender?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	24	40.0	40.0	40.0
	Male	28	46.7	46.7	86.7
	Prefer not to say	8	13.3	13.3	100.0
	Total	60	100.0	100.0	

Age

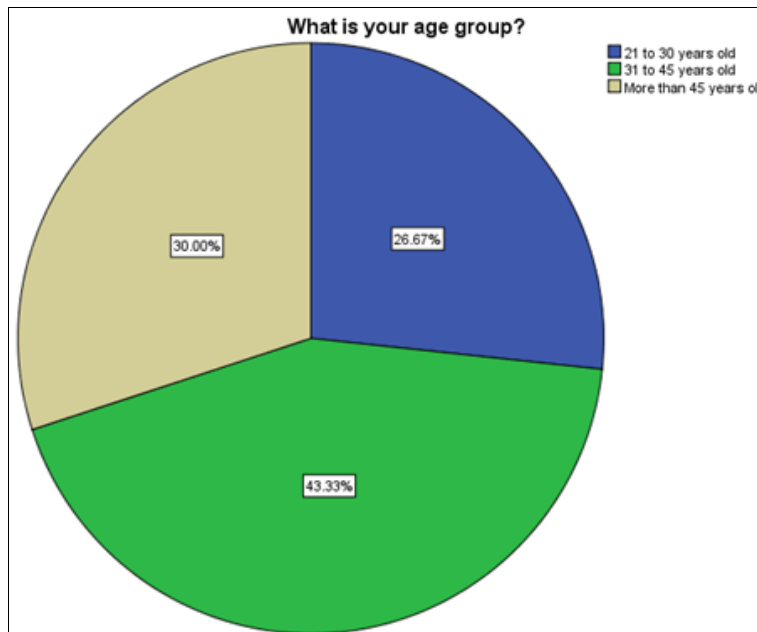


Fig 7: Age of the respondents

Table 2: Table related to Age

What is your age group?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 to 30 years old	16	26.7	26.7	26.7
	31 to 45 years old	26	43.3	43.3	70.0
	More than 45 years old	18	30.0	30.0	100.0
	Total	60	100.0	100.0	

Position in the company

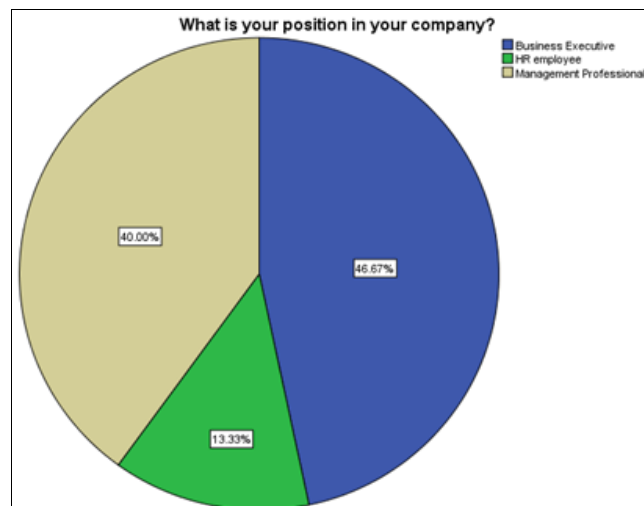


Fig 7: Position of the respondents

Table 3: Table related to the position of the participants

What is your position in your company?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business Executive	28	46.7	46.7	46.7
	HR employee	8	13.3	13.3	60.0
	Management Professionals	24	40.0	40.0	100.0
	Total	60	100.0	100.0	

The above-depicted graphical figures and table hold the information and data that are directly connected to the demographic profile of the respondents who took part in the survey. In this context, it can be asserted that 60 is chosen as the sample size in the research. As mentioned by Shaikh *et al.* (2023) [17], the demographic analysis is helpful in terms of delving into the characteristics in numerical and chronological order. It has been observed from the assessment that the majority of the responses were obtained

from the “male” participants who are in the age group of “31 to 45 years”. In this survey, 28 of the participants were male and 24 were female constituting a percentage of 47 and 40 respectively. On the other hand, 43% were in the age group of “31 to 45 years” showing wealth of experience is accumulated. On the other hand, 28 and 24 participants were business executives and management professionals respectively followed by 8 HR employees?

Descriptive Analysis

Table 4: SPSS Table regarding Descriptive Analysis

Descriptive Analysis									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
DV	60	1	5	3.73	1.039	-.935	.309	.325	.608
IV1	60	4.00	15.00	10.5667	2.80052	-.648	.309	-.177	.608
IV2	60	4.00	15.00	10.5000	3.34208	-.273	.309	-1.140	.608
IV3	60	5.00	14.00	10.3667	2.68686	-.504	.309	-.663	.608
Valid N (list wise)	60								

Descriptive analysis is performed to scale the level of “central tendency” of the variables in the study. Descriptive analysis helps in scaling values such as “mean, median, and standard deviation” (Prasanth *et al.* 2023) [15]. Additionally, the author remarked that while the “Skewness value is more or larger than +1” the dataset is “right-skewed” and when the “Skewness value” is less than -1, it can be termed as the “left-skewed distribution”. The clustering and frequency of the answers can also be non with the descriptive analysis. In Table 4, the “mean values” range around 10 while the “standard deviation” is 2.6 to 3.4 which is considerably less than the former. Hence, it can be said the overall clustering of the responses lies near the mean value.

Multiple Regressions

In the current study, the “Multiple regression analysis” is conducted to explain the reliability value of the selected factors. This test is required to establish the relationship between dependent and independent variables in a well-directed manner (Astivia & Zumbo, 2019) [4]. Other than this, “normal continuous outcome” can also be defined with this test. The “Multiple regression analysis” basically includes three auto-generated key tests in the form of “ANOVA”, “Model Summary”, and “Coefficients”.

Hypothesis 1: Employee training and development play a major role in heightening the skills of the employees

Table 5: Multiple regression of hypothesis 1

Model Summary ^b											
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson	
					R Square Change	F Change	df1	df2	Sig. F Change		
1	.262 ^a	.069	.053	1.012	.069	4.290	1	58	.043	2.470	

a. Predictors: (Constant), IV1
b. Dependent Variable: DV

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.389	1	4.389	4.290	.043 ^b
	Residual	59.344	58	1.023		
	Total	63.733	59			

a. Dependent Variable: DV
b. Predictors: (Constant), IV1

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.704	.514		5.264	.000	1.676	3.733
	IV1	.097	.047	.262	2.071	.043	.003	.192

a. Dependent Variable: DV

From the above table, it has been found that the “R-value” remains 0.262 while the “Durbin Watson” value is obtained as 2.47. Additionally, from the “ANOVA” table, the “Sig value” is 0.43 along with the “F Value” of 4.290. From the table, it can be said that neither the “R-value” is close to 1

nor the “Sig value” is less than 0.05. For this reason, the evidence does not support the first hypothesis.

Hypothesis 2: Employee training and development is responsible for career growth

Table 6: Multiple regression of hypothesis 2

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.312 ^a	.098	.082	.996	.098	6.268	1	58	.015	2.153

a. Predictors: (Constant), IV2
b. Dependent Variable: DV

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.215	1	6.215	6.268	.015 ^b
	Residual	57.518	58	.992		
	Total	63.733	59			

a. Dependent Variable: DV
b. Predictors: (Constant), IV2

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.714	.427		6.353	.000	1.859	3.569
	IV2	.097	.039	.312	2.504	.015	.019	.175

a. Dependent Variable: DV

Table 6, on the other hand, showed some improvement in the “R-value” whereas the “Sig value” is 0.015. Besides, the “F value” is comparatively higher and 6.268 is significant in terms of establishing the relationship between the variables. As the “Sig value” is less than 0.05, it can be said that hypothesis 2 is inextricably related to the study (Yang & Lu,

2023) [22].

Hypothesis 3: There is a strong relation between employee training and development and employee retention

Table 7: Multiple regression of Hypothesis 3

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.315 ^a	.099	.084	.995	.099	6.380	1	58	.014	2.226

a. Predictors: (Constant), IV3
b. Dependent Variable: DV

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.316	1	6.316	6.380	.014 ^b
	Residual	57.417	58	.990		
	Total	63.733	59			

a. Dependent Variable: DV
b. Predictors: (Constant), IV3

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.471	.516		4.789	.000	1.438	3.504
	IV3	.122	.048	.315	2.526	.014	.025	.218

a. Dependent Variable: DV

It can be observed in Table 7 that the “R-value” remains 0.315 while the “Durbin Watson” value is obtained as 2.226. On the other hand, the “Sig value” is 0.14 which is less than 0.05 along with an “F value” of 6.380. For this reason, it can be asserted that hypothesis 3 is true from all aspects and proper employee training caters to employee retention as well.

Correlation Analysis: A correlation analysis has been constructed for the determination of the values based on the correlation of the selected variables. According to Kafle (2019) [12], the value of “0” defines “no adequate correlation among the selected variables”. On the contrary, a “perfect negative correlation” and a “perfect positive correlation” where the values exist “-1 to +1” respectively which is effective.

Table 8: Correlation analysis

Correlations					
DV		DV	IV1	IV2	IV3
	Pearson Correlation	1	.262*	.312*	.315*
	Sig. (2-tailed)		.043	.015	.014
	N	60	60	60	60
IV1	Pearson Correlation	.262*	1	.599**	.544**
	Sig. (2-tailed)	.043		.000	.000
	N	60	60	60	60
IV2	Pearson Correlation	.312*	.599**	1	.655**
	Sig. (2-tailed)	.015	.000		.000
	N	60	60	60	60
IV3	Pearson Correlation	.315*	.544**	.655**	1
	Sig. (2-tailed)	.014	.000	.000	
	N	60	60	60	30
*. Correlation is significant at the 0.05 level (2-tailed)					
**. Correlation is significant at the 0.01 level (2-tailed).					

From Table 8, the correlation between the variables can be assessed with a good hand. It has been observed that the “mean values” range around 10 which is higher than the “standard deviation” values denotes a positive relationship between the variables. Hence, from the above table, it can be concluded that a robust correlation is present among the selected variables.

Discussion

From the study, it has been observed that the need for employee training and development has become the need of the hour in these days which has a positive and fruitful impact on the productivity and sustainability of the firms. Moreover, workplace L&D programs are gaining significant attention which has become the firm footing to stay ahead (Jaiswal *et al.* 2022) [10]. In addition to these, HR training and development in India has been gaining significant attention with quality earning, flexible learning platforms, and an assessment of training resources and needs. AI or artificial intelligence in several MNCs has contributed to the up skilling of career growth in relation to the VUCA or volatile, uncertain, complex, and ambiguous business environment (Jaiswal *et al.* 2022) [10]. In essence, the crucial role of leaders is pivotal in terms of employee retention and skill building. [Refer to Appendix 2]

Conclusion

From the overall study, it has been found that employee training and development programs have been an ongoing concern across the globe benefiting large and small firms. The quantitative representation of information is a clear-cut indication that employee training is highly significant and augurs well in skill building along with employee retention. Furthermore, a few challenges persist where e-learning and remote learning tools are necessary and can give a befitting response. In essence, the future of jobs is invariably related to the skilled workforce who can only be attained through

employee training and development.

References

1. Ababneh OMA. How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*. 2021;64(7):1204-1226. <https://doi.org/10.1080/09640568.2020.1814708>
2. Ali Z, Mahmood B, Mehreen A. Linking succession planning to employee performance: The mediating roles of career development and performance appraisal. *Australian Journal of Career Development*. 2019;28(2):112-121. <http://dx.doi.org/10.1177/1038416219830419>
3. Al-Omari Z, Alomari K, Aljawarneh N. The role of empowerment in improving internal process, customer satisfaction, learning and growth. *Management Science Letters*. 2020;10(4):841-848. Retrieved on 22nd, 2023 Sept. From. http://m.growingscience.com/msl/Vol10/msl_2019_296.pdf
4. Astivia OLO, Zumbo BD. Heteroskedasticity in Multiple Regression Analysis: What it is, How to detect it and How to solve it with Applications in R and SPSS. *Practical Assessment, Research, and Evaluation*. 2019;24(1):1. Retrieved on 22nd September, 2023 from: <https://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1331&context=pare>
5. Bragg LA, Walsh C, Heyeres M. Successful design and delivery of online professional development for teachers: A systematic review of the literature. *Computers & Education*. 2021;166:104158. Retrieved on 22nd September, 2023 from: https://www.academia.edu/download/65731957/1_s2.0_S036013152100035X_main.pdf
6. Feil AA, da Silva Cyrne CC, Sindelar FCW, Barden JE,

- Dalmoro M. Profiles of sustainable food consumption: Consumer behavior toward organic food in southern region of Brazil. *Journal of Cleaner Production*. 2020;258:120690. Retrieved on 22nd September, 2023 from: https://www.researchgate.net/profile/Carlos-Cyrne-2/publication/339420775_Profiles_of_sustainable_food_consumption_Consumer_behavior_toward_organic_food_in_southern_region_of_Brazil/links/6053822aa6fdbcfeaed8523/Profiles-of-sustainable-food-consumption-Consumer-behavior-toward-organic-food-in-southern-region-of-Brazil.pdf
7. Forbes; c2022. Retrieved on 22nd September, 2023 from: <https://www.forbes.com/sites/markcperna/2022/04/12/why-learning--development-is-now-a-competitive-differentiator-and-how-to-get-on-board/?sh=1c7e8cfd30ff>
 8. Hidayat A, Utomo VG. An Architecture of adaptive online module system based on Felder-Silverman learning style model. In *International Conference on Online and Blended Learning 2019 (ICOBL 2019)*. Atlantis Press; c2020 May. p. 70-73. Retrieved on 22nd September, 2023 from: <https://www.atlantispress.com/article/125940782.pdf>
 9. Ibrahim A, Daniyal H, Kadir TAA, Kamaludin A. Potential data collections methods for system dynamics modelling: a brief overview. *International Journal of Advanced Computer Science and Applications*. 2021, 12(3). Retrieved on 22nd September, 2023 from: <https://pdfs.semanticscholar.org/78bf/7985207ac2772059c71576d9417fa35cc018.pdf>
 10. Jaiswal A, Arun CJ, Varma A. Rebooting employees: Upskilling for artificial intelligence in multinational corporations. *The International Journal of Human Resource Management*. 2022;33(6):1179-1208. <https://doi.org/10.1080/09585192.2021.1891114>
 11. Kabukcu C, Chabal L. Sampling and quantitative analysis methods in anthracology from archaeological contexts: Achievements and prospects. *Quaternary International*. 2021;593:6-18. DOI: 10.1016/j.quaint.2020.11.004
 12. Kafle SC. Correlation and regression analysis using SPSS. *Management, Technology & Social Sciences*; c2019. p. 126. Retrieved on 22nd September, 2023 from: <https://journal.oxfordcollege.edu.np/file/1681898552journal-1.pdf#page=126>
 13. Munoz-Pascual L, Galende J. Ambidextrous knowledge and learning capability: The magic potion for employee creativity and sustainable innovation performance. *Sustainability*. 2020;12(10):3966. <http://dx.doi.org/10.3390/su12103966>
 14. Ozkeser B. Impact of training on employee motivation in human resources management. *Procedia Computer Science*. 2019;158:802-810. <https://www.sciencedirect.com/science/article/pii/S1877050919312876/pdf?md5=4e906b8909f7d115b60c74e37cb4a29f&pid=1-s2.0-S1877050919312876-main.pdf>
 15. Prasanth V, Ramachandran M, Ramu K. Analysis of Child Engagement with Digital using the Digital SPSS Method. *Learning*. 2023;2:1. <https://doi.org/10.46632/jitl/2/1/2>
 16. Rawashdeh AM, Tamimi SA. The impact of employee perceptions of training on organizational commitment and turnover intention: An empirical study of nurses in Jordanian hospitals. *European Journal of Training and Development*. 2020;44(2/3):191-207. Retrieved on 22nd, 2023 Sept. From: https://www.researchgate.net/profile/Adnan-Rawashdeh-2/publication/346978698_The_impact_of_employee_perceptions_of_training_on_organizational_commitment_and_turnover_intention_An_empirical_study_of_nurses_in_Jordanian_hospitals/links/5fd7436d299bf140880a847a/The-impact-of-employee-perceptions-of-training-on-organizational-commitment-and-turnover-intention-An-empirical-study-of-nurses-in-Jordanian-hospitals.pdf
 17. Shaikh E, Watto WA, Brahmi M, Tunio MN, Lighari SN. Customer satisfaction and Customer loyalty: An empirical case study on the impact of benefits generated through Smartphone applications. *International Journal of Public Sector Performance Management*. 2023;12(1-2):119-139. Retrieved on 22nd September, 2023 from: https://www.researchgate.net/profile/Waqas-Ahmad-Watto/publication/359987737_Customer_satisfaction_and_Customer_loyalty_An_empirical_case_study_on_the_impact_of_benefits_generated_through_Smartphone_applications/links/6312e8adacd814437ffbf70f/Customer-satisfaction-and-Customer-loyalty-An-empirical-case-study-on-the-impact-of-benefits-generated-through-Smartphone-applications.pdf
 18. Stachová K, Papula J, Stacho Z, Kohnová L. External partnerships in employee education and development as the key to facing industry 4.0 challenges. *Sustainability*. 2019;11(2):345. <http://dx.doi.org/10.3390/su11020345>
 19. Statista. Average spend on workplace training per employee worldwide from 2008 to 2021; c2023. Retrieved on 22nd September, 2023 from: <https://www.statista.com/statistics/738519/workplace-training-spending-per-employee/>
 20. Statista. How do you most prefer to learn; c2023. Retrieved on 22nd September, 2023 from: <https://www.statista.com/statistics/885820/most-preferred-learning-methods-of-employees-worldwide/>
 21. Statista. Leading employee training challenges in Learning & Development departments 2022; c2023. Retrieved on 22nd September, 2023 from: <https://www.statista.com/statistics/826062/internal-training-challenges-learning-and-development/>
 22. Yang L, Lu X. Perceived Risk of Korea Medical Tourism Influencing Purchase Hesitation Multiple Regression Analysis Based on the SPSS 21.0. In *Proceedings of the 4th International Conference on Economic Management and Model Engineering, ICEMME 2022, November 18-20, 2022, Nanjing, China*; c2023 Feb. <https://eudl.eu/pdf/10.4108/eai.18-11-2022.2326899>
 23. Zhang T, Shaikh ZA, Yumashev AV, Chład M. Applied model of E-learning in the framework of education for sustainable development. *Sustainability*. 2020;12(16):6420. <http://dx.doi.org/10.3390/su12166420>

Appendices

Appendix 1: (Question set Construct table)

Survey link

<https://docs.google.com/forms/d/1S09nJH9HuPIgn2kYDDv>

Sde5t-O0KK5e_p6sPzhx1cwM/edit
<https://forms.gle/nJ3hDxKBNXkvTfQG7>

Section A

Questions related to Demography

What is your Gender?

- Male
- Female
- Prefer not to say

What is your age group?

- 21 to 30 years old
- 31 to 45 years old
- More than 45 years old\

What is your position in your company?

- Business Executive
- HR employee
- Management Professionals

Section B

Questions on IV and DV

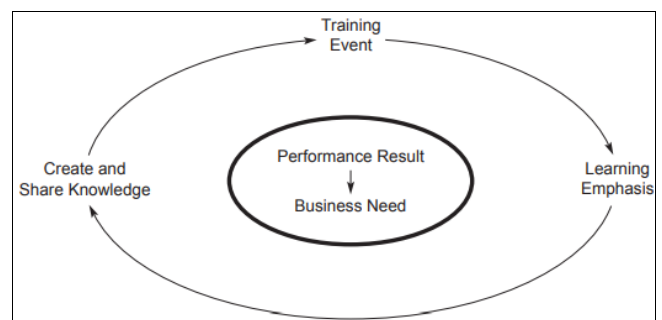
DV: Employee training and development

IV: Skill enhancement, career growth, and employee retention

1. Employee training and development is a crucial cog in empowering the organisation
2. Skill enhancement leads to cognitive consciousness and knowledge gaining of the employees
3. Proper training and development tools are required for heightening the skills
4. e-learning is a major contributing factor toward skill

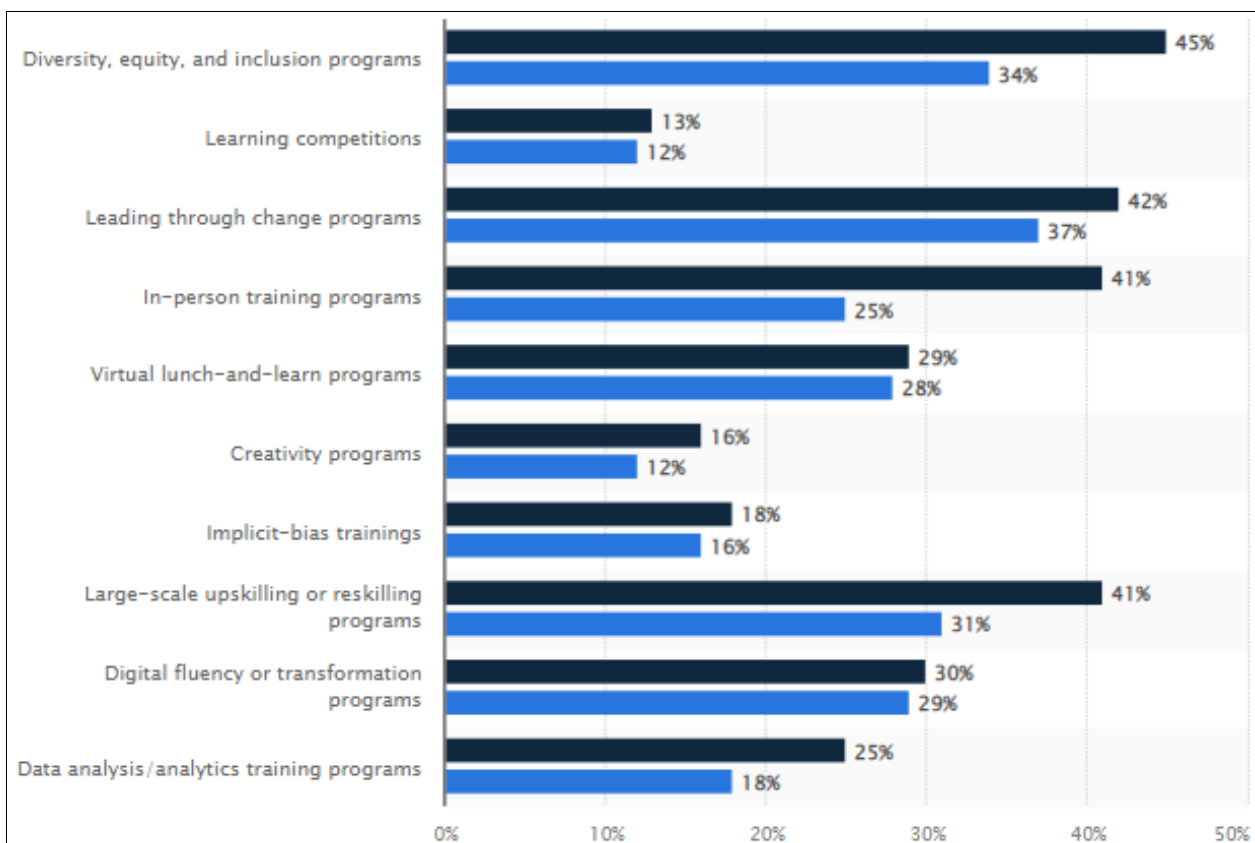
- development for diverse workforce
5. Green behaviours through employee training and development are invariably linked with the career growth of the employees
 6. Career growth of the employees are reflected in the sustainability and productivity of the SMEs
 7. Latest technological solutions in employee training and development are required for an effective career growth
 8. Employee retention is an important factor for economic well-being of the SMEs
 9. Role of trainers and a proper budget can ensure employee retention during employee training and development
 10. Employee retention with right training can predominantly pursue the socio-economic growth of the SMEs

Appendix 2: Role of training and learning



(<https://dedi1968blog.files.wordpress.com/2018/04/employee-training-and-development.pdf>)

Appendix 3: Global L&D



(<https://www.statista.com/statistics/1358798/workplace-learning-development-programs/>)