

The Influence of Training and Development on Employee Performance in Port of Salalah in the Sultanate of Oman

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Abstract: - Salalah Port is considered an important contributor to the economic development of Oman in terms of generating revenue from the non-oil sector and employing local Omanis. This study aims to examine the impact of training and development on employee performance in Salalah Port in Oman. To achieve this objective a positivist research paradigm, a deductive approach, a quantitative research strategy, and a simple random sampling technique were employed. A survey questionnaire instrument was employed to collect data from 219 employees working at Salalah Port in Oman. For analyzing the data, the SPSS v23 was used to test the proposed hypotheses. The revealed results indicated that Training Needs Assessment, Training Method, and Training Effectiveness have a significant on employee performance. However, concluded that training and development play a major role in making employee performance effective and efficient. Effectiveness and efficiency in performing job roles contribute to organizational growth.

Key-Words: - Training Needs Assessment, Training Methods, Training Effectiveness, Employee Performance, Quantitative, Sultanate of Oman.

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1 Introduction

The competitiveness of the business environment due to globalization, technological advancement, and dynamic changes in political, social, and economic environments are exposing organizations to various challenges that necessitate the organizations to obtain sustainable competitive advantage. Employees are also considered a source of competitive advantage as employees are regarded as the source of human capital and thus, a valuable asset to be transformed into outputs of the organization, [1].

The importance of employees to an organization has been well established and they are considered as essential to the sustainable success of the organization, [2]. Employees contribute significantly to the organization through their knowledge and skills which are imparted to achieve organizational goals. This led to the importance of training and development as a means of providing the necessary competencies to employees in the organization, [3], [4]. [5], stated that it is important to develop the skills of employees as this ensures that the organization continues to be competitive.

Salalah Port which is one of the logistics hubs in Oman is currently undergoing a major expansion

plan to ensure that it can contribute significantly to the economic growth of the country. However, [6], mentioned that Oman has a severe shortage of skilled labor due to the lack of training and development initiatives in the logistics sector and the domination of employment by expatriates who are more skillful and trained in logistics. Therefore, there is a need to determine the role of training and development in improving the skills and knowledge of the local logistics workers in Salalah Port and contributing towards ensuring employee performance.

Further to that, employee training and development is considered a sustainable human resource management strategy that focuses attention on the development of skill sets and capacities that are needed by the employees now and in the future. Employees as the main assets and agents of change in the organization must be provided with appropriate skills training, [7].

Despite the importance of training and development towards employee performance, there are very few studies carried out on training and development in Oman perspective that focus on logistics hubs like Salalah Port, [8]. Therefore, it is deemed necessary to investigate the role of training

and development on the work performance of employees in Salalah Port in Oman.

The Sultanate of Oman, with its strategic geographical location and burgeoning economy, places a premium on the development of its human resources to ensure sustained economic growth, [6]. As such, this study contributes to the broader discourse on human resource management and organizational performance by focusing on a sector that plays a pivotal role in Oman's economic landscape.

In the dynamic and competitive landscape of the contemporary business world, organizations recognize the pivotal role played by their workforce in achieving sustainable success, [9]. Employee performance stands as a cornerstone for organizational growth and prosperity, making it imperative for companies to invest in the continual enhancement of their human capital, [9], [10]. The Port of Salalah, situated in the Sultanate of Oman, is no exception to this paradigm. As one of the leading maritime hubs in the region, the Port of Salalah relies extensively on the expertise and efficiency of its workforce to maintain its competitive edge.

This study examines the training and development of employee performance. This concerns the performance of employees in Salalah Port in Oman.

2 Literature Review

2.1 Training

Training and development practices in the organization can be examined from various perspectives. This includes training needs assessment which is an important step and related to goal-setting to ensure the training and development program matches the needs of the employees and is offered to the right employees. Training needs assessment (TNA) or training needs analysis is a fundamental and earlier process to determine the basic needs of helping employees change their behavior, [11]. Training in the organization can be planned and implemented in various ways. Three of the main methods often used in organizations are on-the-job training, off-the-job training, and job rotation. [12], stated that on-the-job training is a great way of transferring knowledge from one employee to another. Off-the-job training refers to the implementation of training outside the working environment. [13], explained job rotation as a way of expanding the work experience of employees as they move from job to job or department to department in the organization. aspects of training

that are evaluated to determine training effectiveness include training contents, training environment, facilities and materials, training schedule, and presentation style, [14]. According to [15], the evaluation of training effectiveness includes the training environment, training components, training usefulness, practical orientation, trainer's role, and increase of knowledge of the participants. [15], used Kirkpatrick's training evaluation model at level 1 (reaction) and level 2 (learning) to determine the effectiveness of the training program. Meantime, [16], investigated the use of Kirkpatrick's four-level model of training evaluation to assess training programs for head teachers. Their study included all four levels in a two-phase research whereby the first two levels of evaluation were conducted right after the training program, and the other two levels of evaluation were done three months after the training was implemented.

2.2 Employee Performance

According to Campbell (1990), behavior refers to the actions that people take to perform work, while results refer to the effect of a person's job behavior, [17]. [18], observed that performance has various components and the process dimension of performance can be distinguished from expected results at the fundamental level, [19]. Behavioral engagement and expected outcomes are essentially linked in the workplace. Nevertheless, the substantial correlation between the two constructs is unclear as the expected outcome is influenced by factors including motivation and cognitive skills rather than behavioral aspects. Meanwhile, performance also relates to organizational effectiveness. Two types of performance behavior that can increase organizational efficiency are task and contextual performance, [20]. Hence, employee performance can also be divided into task performance and contextual performance, [21]. [18], also agree with the division of employee performance into task and contextual performance. This research will consider task and contextual performance as measurement of employee performance.

2.3 Training Need Assessment

A crucial precursor to effective training and development initiatives is the comprehensive evaluation of organizational requirements and employee competencies through a Training Needs Assessment, [22]. Within the context of the Port of Salalah, this systematic process is instrumental in identifying the specific skills, knowledge, and

capabilities essential for optimizing operational efficiency and achieving strategic objectives, [23]. Initiating the Training Needs Assessment involves a meticulous examination of the current skill set within the workforce, comparing it against the ideal or required proficiency levels, [24]. This analysis, encompassing both individual and collective performance, serves to highlight any gaps that may impede the realization of organizational goals, [25]. Particularly in the maritime sector, the assessment must account for factors such as logistics, safety protocols, and technological advancements integral to port operations, [23].

2.4 The Effect of Training and Development on Employee Performance

The empirical studies provide rich sources to demonstrate how training and development are linked to employee performance, [26]. Many studies involving various sectors and countries show a positive relationship between T&D and employee performance, [3], [4], [26], [27]. Past research has shown that T&D plays a key role in enhancing employee performance and guiding organizational objectives. It should therefore be considered as a key strategy for achieving organizational goals through employee performance, [8]. Based on the description above, the problem under study can be formulated as follows (Figure 1 for the research framework):

H1: Training need assessment has a significant influence (relationship) on employee performance

H2: Training method has a significant influence (relationship) on employee performance.

H3: Training effectiveness has a significant influence (relationship) on employee performance.

2.5 Framework Concepts

The hypothesis (H1) posits that there is a significant relationship between training needs assessment and employee performance. This implies that the systematic evaluation of the skills and competencies required by employees, as addressed through a comprehensive training needs assessment, has a measurable impact on their overall performance. The hypothesis suggests that organizations investing in a thorough understanding of their workforce's training needs are likely to witness improvements in employee performance as a result of targeted training initiatives.

In addition, the second hypothesis (H2) asserts that the choice of training methods significantly influences employee performance. It implies that how training programs are designed and delivered plays a crucial role in shaping the performance

outcomes of employees. Whether through hands-on practical sessions, workshops, or online modules, the hypothesis suggests that the effectiveness of these training methods directly correlates with enhanced employee performance, emphasizing the importance of selecting and implementing appropriate training approaches.

Moreover, H3 posits that the effectiveness of training programs has a significant influence on employee performance. This implies that beyond the mere provision of training, the success of these programs in imparting relevant skills and knowledge directly impacts the performance levels of employees. Organizations that ensure the efficacy of their training initiatives, measured by factors such as knowledge retention and skill application, are expected to observe positive correlations with improved employee performance, emphasizing the need for a strategic and impactful approach to training effectiveness.

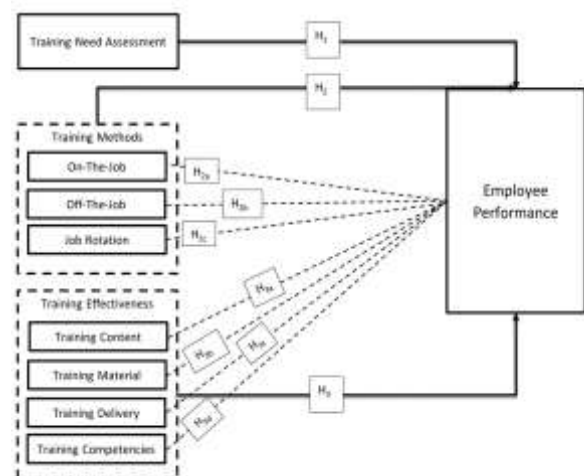


Fig. 1: Concept Framework Model

3 Research Methods

This study is based on a quantitative approach whereby the survey method is used to collect data by distributing questionnaires to the intended target samples. This study has a population of 2200 Salalah port employees and the sample size selected is under the supervisor's job. Using random sampling 219 responses were collected. The measurement scale for training needs assessment comprises 16 items which were adapted from past studies such as [28], [29], [30] and [31]. The measurement scale for employee performance comprises of 26 items which were adapted from past studies such as [32] and [33]. Data from the collected questionnaires will be analyzed quantitatively using descriptive and inferential

statistics. Frequency of demographics, Descriptive analysis, normality, reliability, correlations, and regression analysis will be carried out using the SPSS version 26.0 tool.

4 Results and Discussion

Descriptive analysis shows the statistical measures of responses collected such as the range that is a difference of maximum and minimum, maximum value of responses, and minimum values of responses collected. It also provides mean values that show an average of responses for items, a standard deviation that shows the spread of data collected, and variance that is a measure of the distance of the spread between collected responses. Table 1 (Appendix), shows the descriptive measures of items of variable Training need assessment, Training methods (Off-the-job Training, On-the-Job Training, Job Rotation) training effectiveness (Training content, Training Material, Training delivery, and training competencies), and Employee performance. The Mean was collected with the computed variable and as presented in Table 1 (Appendix) mean for Training need assessment items is 14.2567, for Off-the-job Training means is 5.6897, for on-the-job training mean is 9.5900 and for job rotation is 12.7816 however for the training content 7.8506, for training material 7.5364, for training delivery, for training 6.2069, training competencies it is 11.8123 and the employee performance was 44.8506. as per slandered deviation values spread of training need assessment were 7.39693 Off-job-trainings were 3.31074, on job training were 5.04180, job rotation as 7.44533, training content as 4.57130, training material as 4.74946, Training delivery as 4.19470, training competencies as 7.34318, and employee performance as 19.06156. The Table 1 (Appendix) also shows variance, maximum, and minimum against each of the variables.

The reliability analysis value shows if the results of the data collected would be reliable to interpret results or not. A reliability value of more than 0.40 is considered acceptable, however it is appreciated to use items with a reliability higher than 0.60. The values of reliability above 0.80 show good reliability in the data collected. Table 2 presents the reliability scale value for training need assessment which is 86.2, a good reliability index. The reliability for the items of training need assessment shows values for each item above 84% which also shows data collected is highly reliable in predicting results. The reliability value for the scale training methods shows Cronbach's alpha as 93.6% which is

a highly good index. Likewise, all the items of scale training methods show, Cronbach's alpha value above 93% which is also highly qualified for the reliability of data. The reliability index Cronbach's alpha for the scale of training effectiveness is 95.2% which means the data collected on items is highly reliable to predict the analysis. Similarly, the value of Cronbach's alpha for all items of training methods is above 94% which shows the reliability of responses against each item. Lastly, the reliability index for the scale of employee performance is presented as 95% which is highly reliable for results predictions. The scale items' reliability is presented above 94% against each item.

Table 2. Cronbach Alpha results

Scale	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Training needs assessment	.862	.863	11
Training Methods	.936	.937	22
Training Effectiveness	.952	.952	27
Employees Performances	.950	.952	28

The correlation analysis provides insights into predicting if the variables of the model are internally consistent, as the value of correlation among variables should be one. Table 3 (Appendix) shows the correlations among the variables and their sub-variables Training need assessment, Training Methods (Off-Job training, On-job Training, Job rotation,, training effectiveness (Training content, training material, Training Delivery, and Training capabilities), and Employee performance. The value for all of the correlations for the above-mentioned variables is 1, hence it is predicted that all of the variables and their sub-variables are internally consistent.

Furthermore, the regression analysis results (in Table 4, Appendix) showed that all of the hypotheses were proven to be supported except for H1. In addition, The R-squared value of 0.597 indicates that approximately 59.7% of the variance in the employee performance, which is employee performance, can be explained by the independent variables included in your model. In other words, the model accounts for about 59.7% of the variability observed in employee performance. This reflects that respondents agreed with me that all the independent variables have a positive effect on the dependent variable except the first one which we can take as a negative positive.

The study results reveal that there is no statistically significant relationship between the assessed variable (such as a particular training program or a specific aspect of the work environment) and employee performance. In essence, the variations in the assessed factor do not align with noticeable changes or trends in overall employee performance within the studied population. This suggests that, at least in the context of this research, the assessed variable may not be a critical determinant of employee performance. Other influencing factors, such as job satisfaction, leadership, or individual capabilities, may play a more substantial role in shaping performance outcomes. From a practical standpoint, organizations may need to reconsider the allocation of resources and strategies aimed at enhancing this particular aspect, focusing instead on factors that exhibit a more direct and influential connection with employee performance.

The outcomes of the study demonstrate a meaningful relationship between training methods and employee performance. The analysis indicates that variations in the employed training methodologies correspond to notable changes or patterns in overall employee performance within the studied context. This finding underscores the importance of the methods used to impart training in influencing and potentially enhancing employee performance. The results suggest that organizations investing in and implementing effective training methods may observe positive impacts on the overall performance of their workforce. This insight could have practical implications for businesses seeking to optimize their training strategies to better align with and contribute to improved employee performance outcomes.

The study findings illuminate a meaningful and statistically significant relationship between on-the-job training and employee performance. This implies that variations in the provision of training within the work environment correspond to observable changes or patterns in overall performance within the studied population. In essence, employees who undergo on-the-job training demonstrate a notable enhancement in their performance outcomes compared to those without such training experiences. These results underscore the importance and effectiveness of on-the-job training initiatives in positively influencing employee performance. This information holds practical significance for organizations, suggesting that investing in on-the-job training programs may yield tangible benefits in terms of improved employee performance.

The findings of the study indicate a significant and positive relationship between off-the-job training and employee performance. This implies that variations in training conducted outside the immediate work environment, such as workshops, seminars, or external courses, align with discernible changes or trends in overall employee performance within the studied population. The effectiveness of off-the-job training appears to be a meaningful and influential factor in enhancing employee performance in the context of this research. These results suggest that investing resources in off-the-job training initiatives may contribute positively to the overall performance outcomes of employees. From a practical standpoint, organizations may consider placing increased emphasis on off-the-job training strategies, recognizing their potential impact on enhancing employee skills, knowledge, and job performance.

The results of the study highlight a meaningful and statistically significant relationship between job rotation and employee performance. This implies that the practice of job rotation, where employees move through different roles or departments within the organization, is associated with noticeable changes or patterns in overall employee performance within the examined population. The findings suggest that job rotation could be a key factor contributing positively to employee performance outcomes. This insight is valuable for organizations as it indicates that the strategic implementation of job rotation programs may be an effective approach for enhancing overall workforce performance. The positive correlation underscores the importance of considering job rotation as a potential organizational strategy to optimize employee skills, knowledge, and adaptability, ultimately leading to improved performance.

The results of the study illuminate a meaningful and statistically significant relationship between training effectiveness and employee performance. This suggests that variations in the perceived effectiveness of training programs within the organization are closely associated with discernible changes or patterns in overall employee performance within the studied population. In practical terms, the efficacy of training initiatives appears to be a critical determinant influencing employee performance in the context of this research. These findings underscore the importance of investing in and optimizing training programs to enhance their impact on employee performance. Organizations may benefit from aligning training content, methods, and delivery with the specific needs and dynamics of their workforce. The

recognition of the significance of training effectiveness implies that well-designed and targeted training initiatives can contribute positively to overall employee performance.

The outcomes of the study underscore a significant and noteworthy relationship between training content and employee performance. This suggests that variations in the substance, relevance, or quality of training materials and information have a discernible impact on overall employee performance within the studied population. In essence, the specific content delivered in training programs emerges as a decisive factor influencing job performance in the context of this research. These findings highlight the importance of tailoring training content to meet the specific needs and objectives of employees, as it appears to contribute significantly to enhancing their performance outcomes. From a practical standpoint, organizations may consider investing further in the development and refinement of training materials to ensure they align closely with the skills and competencies required for optimal job performance. This study provides valuable insights into the critical role that training content plays in influencing employee performance and suggests that strategic adjustments in this area may yield tangible benefits for organizations aiming to improve overall workforce effectiveness.

The study outcomes highlight a significant and positive relationship between training material and employee performance. This indicates that variations in the content and materials used in training programs align with observable changes or patterns in overall employee performance within the studied population. In essence, the substance and specificity of training materials, as presented to employees, emerge as decisive factors influencing employee performance in the context of this research. These findings suggest that well-designed and relevant training content contributes meaningfully to enhancing employee performance. Organizations may consider these results in refining their training strategies, emphasizing the importance of tailored and effective training materials.

The outcomes of the study reveal a significant and positive relationship between training delivery and employee performance. This indicates that variations in the way training programs are delivered, whether through methods such as workshops, online modules, or hands-on sessions, correspond with observable changes or trends in overall employee performance within the studied population. The findings suggest that the effectiveness, clarity, and engagement level of the

training delivery play decisive roles in influencing employee performance. In practical terms, organizations may benefit from focusing on refining and optimizing training delivery methods to enhance their impact on employee performance. This result underscores the importance of not only the content but also how training is imparted, emphasizing the need for dynamic and effective delivery strategies.

The study's findings reveal a noteworthy and statistically significant relationship between training competencies and employee performance. This implies that variations in the skills and competencies acquired through training programs align with observable changes or trends in overall employee performance within the studied population. The results suggest that the specific competencies developed or enhanced through training efforts play a decisive role in influencing employee performance positively. From a practical standpoint, this underscores the importance of tailoring training programs to target and strengthen specific competencies that are directly linked to job performance. Organizations can use these findings to strategically design training initiatives that align with the competencies essential for achieving optimal employee performance.

5 Research Implications

The significance of the paper lies in its contribution to understanding the factors influencing employee performance, particularly the identified relationship between training competencies and overall performance. This insight is crucial for both academic and practical reasons.

Firstly, from a practical standpoint, the paper provides valuable guidance for organizations and human resource professionals. The demonstrated significant relationship between training competencies and employee performance emphasizes the importance of designing and implementing training programs that specifically target the skills and competencies essential for job success. This knowledge can inform more strategic and tailored training initiatives, leading to a more direct and positive impact on employee performance. Organizations can leverage these findings to optimize their training practices, aligning them with the competencies that matter most for achieving desired performance outcomes.

Secondly, the paper contributes to the academic literature by adding empirical evidence to the understanding of the link between training competencies and employee performance. This not only enriches the existing body of knowledge but

also opens avenues for further research. Future studies could delve deeper into the specific competencies that prove most influential, explore variations across industries or job roles, and investigate how different training methodologies impact the development of these competencies.

6 Future Research Recommendations

The research on the relationship between training competencies and employee performance presents promising directions for future exploration in the field. One potential avenue is a more in-depth analysis of specific competencies. Future studies could delve into a granular examination to identify individual skills or knowledge areas that exhibit the most significant impact on employee performance. This would provide organizations with targeted insights into the precise competencies that drive optimal job outcomes.

Moreover, industry-specific studies could be undertaken to assess whether the observed relationship varies across different sectors. Understanding industry-specific nuances would allow organizations to tailor their training programs to meet the unique demands and requirements of specific fields. Additionally, longitudinal studies could be conducted to investigate the long-term effects of training competencies on employee performance, offering insights into the sustained impact of competency development over time.

Comparative analyses of different training methods represent another promising avenue for future research. Understanding the effectiveness of traditional classroom training versus online modules, mentorship programs, or hands-on experiential learning would provide valuable insights for optimizing training strategies. Furthermore, exploring how organizational culture and context interact with training competencies and employee performance would contribute to a more holistic understanding of the factors influencing the effectiveness of competency development initiatives.

To add a qualitative dimension to the research, future studies could explore employees' perceptions of the relevance and effectiveness of training programs. Gathering feedback through surveys, interviews, or focus group discussions would offer valuable insights into how employees perceive the impact of training on their competencies and subsequent job performance.

Finally, investigating the link between training competencies and employee engagement represents a significant and practical future direction.

Understanding how training contributes to employee engagement can provide organizations with insights into fostering a motivated and productive workforce. By pursuing these avenues, researchers can contribute to a more nuanced understanding of the dynamics between training competencies and employee performance, offering practical guidance for organizational practices and policies in the future.

7 Conclusion

The overall results of the obtained data supported the arguments that training plays a major role in employee performance as 69% of the effect on employee performance occurred due to the training assessment, methods, and effectiveness. Moreover, it was discussed that employee performance reflects the effectiveness and efficiency of the employee in performing job roles and meeting the expectations of the stakeholders, [34]. Hence in light of the literature and results it can be concluded that training is one of the most important factors that can help the organization in improving employee performance that would lead toward organizational efficiency and effectiveness. These findings align seamlessly with the study's results, revealing a statistically significant and positive correlation between the effectiveness of training initiatives and improved employee performance metrics. Beyond mere skill enhancement, the literature and empirical evidence jointly highlight the broader impact of training on employee engagement and job satisfaction. This holistic approach not only bridges skill gaps but also fosters a workforce that is not only proficient but also deeply committed and satisfied in their roles. Consequently, training emerges not just as a developmental strategy but as a strategic imperative aligning individual employee growth with the overarching goals of the organization, making it a pivotal factor for organizational success in the dynamic landscape of contemporary business.

Moreover, training provided to the employees of Port Salalah in the Sultanate of Oman can help in improving the performances of employees. While our study specifically investigates the Port of Salalah in Oman, the insights garnered possess general applicability to the international maritime industry. The fundamental principles of effective training and development identified in our research, such as addressing skills gaps, stakeholder involvement, and alignment with organizational goals, transcend geographic boundaries. While recognizing the importance of considering cultural,

economic, and regulatory variations, our findings provide a foundation for organizations in different countries to adapt and tailor strategies to their specific contexts. The study's limitations are acknowledged, and we encourage future research to explore cross-cultural applications, thereby contributing to a broader understanding of enhancing employee performance globally.

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APPENDIX

Table 1. Descriptive statistics

	TNA	OFT	OJT	JR	TC	TM	TD	TCP	EP
Mean	14.2567	5.6897	9.5900	12.7816	7.8506	7.5364	6.2069	11.8123	44.8506
Std. Error of Mean	.45786	.20493	.31208	.46085	.28296	.29398	.25965	.45453	1.17988
Std. Deviation	7.39693	3.31074	5.04180	7.44533	4.57130	4.74946	4.19470	7.34318	19.06156
Variance	54.715	10.961	25.420	55.433	20.897	22.557	17.595	53.922	363.343
Range	40.00	14.00	21.00	31.00	18.00	22.00	20.00	34.00	85.00
Minimum	.00	.00	.00	.00	.00	.00	.00	.00	.00
Maximum	40.00	14.00	21.00	31.00	18.00	22.00	20.00	34.00	85.00
Sum	3721.00	1485.00	2503.00	3336.00	2049.00	1967.00	1620.00	3083.00	11706.00

Table 3. Pearson Correlation Results

		TNA	OFT	OJT	JR	TC	TM	TD	TCP	EP
TNA	Pearson Correlation	1	.638**	.599**	.606**	.363**	.422**	.404**	.331**	.342**
OFT	Pearson Correlation	.638**	1	.653**	.581**	.386**	.388**	.343**	.374**	.419**
OJT	Pearson Correlation	.599**	.653**	1	.734**	.464**	.499**	.449**	.479**	.439**
JR	Pearson Correlation	.606**	.581**	.734**	1	.528**	.532**	.496**	.468**	.435**
TC	Pearson Correlation	.363**	.386**	.464**	.528**	1	.676**	.547**	.538**	.423**
TM	Pearson Correlation	.422**	.388**	.499**	.532**	.676**	1	.828**	.637**	.485**
TD	Pearson Correlation	.404**	.343**	.449**	.496**	.547**	.828**	1	.677**	.504**
TCP	Pearson Correlation	.331**	.374**	.479**	.468**	.538**	.637**	.677**	1	.582**
EP	Pearson Correlation	.342**	.419**	.439**	.435**	.423**	.485**	.504**	.582**	1

Table 4. Regression Results

H	Path	Beta	Std. Error	T-value	P-value	R ²
H1	TNA -> EP	.027	.041	1.247	.213	.597
H2	TME -> EP	.265	.046	.243	5.700	
H2a	OFT -> EP	.042	.128	3.362	.001	
H2b	OJT -> EP	.047	.248	5.796	.000	
H2c	JR -> EP	.040	.152	3.464	.001	
H3	TE -> EP	.047	.250	5.550	.000	
H3a	TM -> EP	.049	.157	3.443	.001	
H3b	TC -> EP	.047	.251	5.555	.000	
H3c	TD -> EP	.052	.136	3.195	.002	
H3d	TCP -> EP	.059	.108	2.311	.021	

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