

Training for Sustainable Workforce Development: A Systematic Literature Review in Organizational Context

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ABSTRACT:

The paper "Training for Sustainable Workforce Development: A Systematic Literature Review in Organizational Context" aims to enhance the performance of an organization by reducing the disengagement of employees in departmental works. Training and development are integral to the creation and maintenance of a sustainable workforce. In today's dynamic organizational environments, sustainability is not limited to environmental concerns; it also encompasses the long-term viability of human capital. This article explores the importance of training in promoting sustainable workforce development. It discusses the materialistic application of different scholars' theories of concern issues for sustainable workforce development. There have tried to make coherent the theories for SWD in organizational contexts. The paper concludes by offering strategic recommendations for integrating sustainability-oriented training programs in modern organizations. Consequently this environment uplifted management/employees skills that accelerating the organizational performance as well as establish a brand.

Keywords: Human Capital, Sustainable Workforce, Training, Organizational Performance.

INTRODUCTION

Sustainable workforce development (SWD) refers to building a strong, flexible, competent, and future-ready workforce while line up with long-term organizational goals, environmental stewardship, and social responsibility. Training is a vital driver of SWD because it enhances employability, innovation, efficiency, and organizational sustainability. This review creates pragmatic and conceptual research on how training contributes to SWD in organizational context.

Employee training is defined as a planned set of activities for imparting knowledge to employees, such that it leads to a growth in job skills required for organizational growth. Employee training is a planned program of learning activities designed to help employees develop the necessary KSAs (knowledge, skill sets, and abilities) to perform their jobs effectively (Gerpe, 2026). Training plays a critical role in building and maintaining a sustainable workforce, which is essential for long-term organizational success. In today's world business organizations are facing multiple pressures which are encompasses: technological disruption (automation, digitalization) in production, evolving business models, environmental constraints, growing demands for social responsibility, and labor market shifts (skills shortages, generational change). Against this backdrop, the concept of a sustainable workforce is most vital to sustain in evolving business environment.

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Figure 1. Employee Training Program



Effective training and development of employees is considered essential for the success of modern organizations. Employee training and development programs are designed to improve the knowledge, skills, and abilities of employees and to enhance their performance on the job (Asfaw et al., 2015). Training and development of employees is one of the key mechanisms by which organizations build the capabilities, mind-sets, and behaviors necessary for a sustainable workforce.

There are several benefits to employee training and development programs: (a) Increase Productivity: Operational and strategic level training can help improve the understanding of the job role and their productivity levels will improve and their error rates will be lowered. (b) Increase Customer Satisfaction: Well executed processes lead to increase in product or service quality, which then ensures a great customer feedback every time they go for one. Thus, employee training and development directly impacts the level of customer satisfaction. (c) Increase in Safety: The more frequently training and development programs are held, the more assurance of safety is there for the teams that are undertaking operational tasks that require greater attention and care. (d) Increase in Cross-training Development: Cross-training can happen more frequently with the training and development programs, as those who are already trained will be able to train others in their teams or their organizations, leading to further growth and development (Ramkrishna, 2025).

Investment in training by companies not only improves specific skills but also strengthens employee engagement and loyalty, which can reduce turnover rates and improve organizational stability (Campbell, 1971). This indicates that training-based human capital development can help Indonesian companies achieve sustainable competitiveness in the global market. Organizational development is a complex and multifaceted topic that plays a key role in driving organizational success (Jurnalita et al., 2024). Key factors for organizational success include aligning the workforce with the company's vision. In organizational development, the company's main stakeholders are both internal and external. Management and employees are internal stakeholders. External stakeholders include customers, investors, suppliers,

communities, and governments. Organization can create its value within the external stakeholder by providing best services through the trained internal stakeholder and consequently buildup – a unique brand. Organizational efficiency and effectiveness are critical to achieving strategic objectives and gaining a competitive advantage in today's dynamic business environment. Therefore, it is important to understand the impact of employee training and development on organizational performance (Fegade & Sharma, 2023).

Sustainable workforces are essential for any organization for jousting with its rivals in the challenging business environment. Sustainability refers to using resources in an efficient and effective manner in order to preserve these resources for the future (Kuhlman & Farrington, 2010). Companies/organizations which realize the efficient use of human resources can benefit their company in the form of cost reduction and increased profits. For this reason, when selecting potential employees, companies are increasingly focusing on people's experience and competencies, in light of the company's goals and objectives (Armstrong, 2007). And after recruitment there have to provide more training according to the needs of concern organization's culture to make them more sustainable workforce for this organization.

RESEARCH METHODS

This study adopts a systematic literature review (SLR) methodology to examine how training contributes to sustainable workforce development (SWD) within organizational context. The approach used in this research is descriptive qualitative, where to analyze research -previous studies relevant to this study, which can be used for further research. Some of data used in this study were obtained from secondary sources like academic media, several blogs of businesses, books of concern subjects, reputable journals, and academic platforms. A systematic literature review (SLR) is an independent academic method that aims to identify and evaluate all relevant literature on a topic in order to derive conclusions about the question under consideration. A systematic literature review (SLR) identifies, selects and critically appraises research in order to answer a clearly formulated question (Dewey & Drahota, 2016). It is a comprehensive, transparent search conducted over multiple databases and grey literature that can be replicated and reproduced by other researchers. When conducting investigative analysis, it is essential to apply the literature review reliably in accord with methodological expectations.

LITERATURE REVIEW

The systematic employee training and development are critical components of organizational success (Kanu, 2015). In recent years, there has been a growing interest in exploring the impact of employee training and development on organizational performance (Fegade & Sharma, 2023).

The review was guided by the following research questions (RQs):

- a. RQ1: How is training conceptualized in relation to sustainable workforce development in organizational context?
- b. RQ2: What types of training practices are associated with sustainable workforce outcomes?
- c. RQ3: What organizational conditions influence the effectiveness of training for sustainable workforce development?
- d. RQ4: What are the major limitations exist in this above study paper.

The importance of employee training and continued skill development has an impact on direct and indirect business outcomes, including productivity, revenue, turnover, and more. Companies conduct different employee training programs depending on their organization's size, requirements, skills gaps, industry, needs, and business activities.

Theoretical Foundations of Employee Training & Development for Sustainable Workforce Development

This study is aligned with real life application of the theoretical foundations of Employee Training & Development in business organization which creates a vital impact on sustainable workforce development. Now we are going to see the pros and cons of several scholars' theories and their implications.

- a. Human Capital Theory: Posits that investing in training enhances productivity and organizational value.
- b. Organizational Learning Theory: Emphasizes the role of training in facilitating knowledge-sharing and innovation.
- c. Sustainable HRM: Suggests integrating long-term sustainability goals into HR practices, including training.

Human Capital Theory

Human capital theories have developed rapidly since Mincer (1958, 1962), Schultz (1960, 1961), Becker (1962) and Ben-Porath (1967), laid their foundations (Gary, 1989). Since training is regarded as an investment, it involves costs and benefits, which can be assessed by using financial criteria such as present value and the internal rate of return. Initially, Becker (1962) studied the impact on wage levels of two types of human capital operating in a perfectly competitive labor market that had no imperfections or distortions. *One type of human capital* can be transferred to other organizations, which encourages employees to cover the costs and to obtain all the benefits of training. *The second type of human capital* is regarded as specific to a company and cannot be transferred to other companies, which incentivizes employers and employees to share the costs and benefits of training (Becker, 1962).

So far, the human capital theory of Becker and Schultz argues that school education contributes to the enhancement of employees' performance. This theory proved that there is a structural process where employees' performance enhancement leads to an increase in corporate productivity, which in turn results in an increase in compensation for individual employees. Hence, the higher the employees' education level, the greater wage they could earn (Martin & Torres, 2000; Card, 2000; Blundell et al., 2003; Chevalier et al., 2004).

However, this theory is over-generalized, and is an approach that does not take into account, from the perspective of companies, employees' work or duties. In other words, the mismatch between employees' level of education and their current official duties can be regarded as a problem (Kim, 2005). This phenomenon is called over-education, where this problem occurs when the education level of a worker exceeds that which is required for a job (Alba-Ramirez & Blazques, 2003). Employees with "over-education," when compared with those without a similar level of education, have low job satisfaction and poor productivity (Verhaest & Omey, 2004). They cause a higher turnover rate due to the discrepancy between their level of education and their duties (Alba-Ramirez & Blazques, 2003). Previous studies

mainly focused on the effect of school education on human capital. Recently, however, there has been increasing efforts to accounting for the influence of training, experience, language ability, and certification on human capital. First, among earlier studies on the effect of job training on human capital, a number of studies generated considerable evidence linking job training and an increase in the productivity of employees and their company, and the company's profitability (Black & Lynch, 1995; Bishop, 1994; Bartel, 2000; Barrett & O'Connell, 2001; Sels et al., 2006).

Intellectual and human capitals are treated as renewable sources of productivity. Organizations try to cultivate these sources, hoping for added innovation or creativity. Sometimes, businesses need more than just new equipment or additional funds to solve problems (Ross, 2025). Human Capital Theory Suggests that individuals and society derive economic benefits from investment in people (Sweetland, 1996). Many have argued that attitudes of investors in human capital are very different from those of investors in physical capital because the former tend to be younger, and young persons are supposed to be especially prone to overestimate their ability and chance of good fortune (Becker, 1964).

In the United States, Bishop (1994), after studying information on 2594 companies, found that there was a marginal rate of return on the initial 3 months of training from the 2-year increase in employee productivity. After 100 hours of training, productivity increased between 11% and 38%. Bartel (2000) also found that training courses in 495 companies increased productivity by approximately 18% over 3 years.

Ballot et al. (2006) found that training increased value added per worker in France by 17.3% and in Sweden by 7.3%. In the United Kingdom, based on British industry data for 1983–1996 (Dearden et al., 2006) discovered that a 1% rise in work-related training increased added value per hour by roughly 0.6% and hourly wages by approximately 0.3%.

Figure 2. Concept of Relationship between the Components of Human Capital, and Performance of Individuals and an Organization

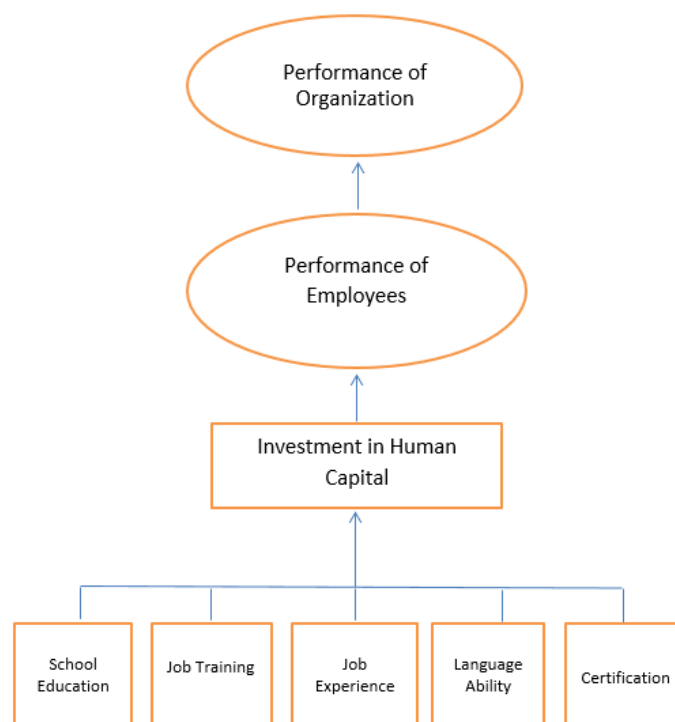
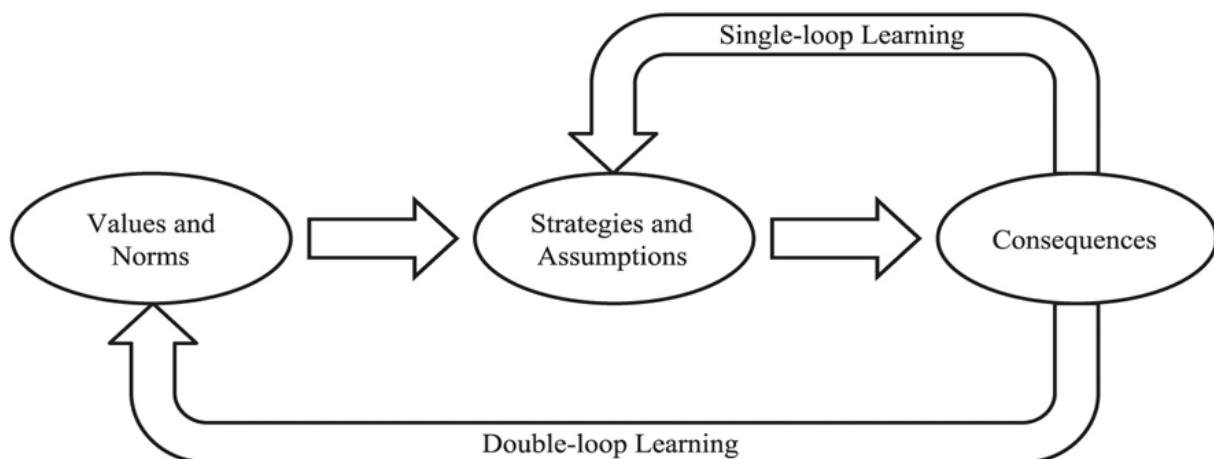


Figure 3. Single-Loop and Double-Loop Learning (Argyris, 1996)



Organizational Learning Theory

Organizational learning (OL) enables organizations to transform individual knowledge into organizational knowledge. Transferring knowledge ensures that learning is not a local affair and that knowledge is spread “quickly and efficiently throughout the organization” (Garvin, 1993). Organizations struggle to implement practical approaches due to the lack of concrete prescriptions (Basten & Haamann, 2018). OL is “the process through which organizations change or modify their mental models, rules, processes or knowledge, maintaining or improving their performance” (Chiva et al., 2014.). It aims to adapt organizational processes through targeted activities (Templeton et al., 2002).

Organizational learning theory was developed by Chris Agris and Donald Schon in the 70s. It's based on the idea that people learn from their mistakes. “The process of detecting and fixing mistakes” is what Agris defines as organizational learning. These two researchers popularized single- and double-loop learning. As part of his work, Peter Senge and other scientists further conceptualized learning into three levels: single-loop, double-loop, and triple-loop.

The main reason for organizational learning is to adapt to an ever-changing business environment. Organizations want to meet customer needs, but trends and changing technologies influence its ability to keep up. Learning refers to acquiring new knowledge and using it to improve performance. It happens both on an individual, group, and organizational level throughout any successful company. By implementing organizational learning theory into a company, it will perform better, be more competitive, and be more agile (Keenan, 2023).

Sustainable HRM

Innovative organizations should implement sustainability to establish optimization approaches (Manzoor et al., 2019). Sustainable HRM is defined as the adaption of HRM strategies and practices that enables the achievement of financial, social, and ecological goals, with an impact inside and outside of the organization and over a long-term time horizon, while controlling for unintended side effects and negative feedback (Ehnert et al., 2016). The term ‘sustainable HRM practice’ provides a two-fold connection between sustainability and HRM practices. Overall, HRM practices catalyze sustainability for long-term organizational performance (Manzoor et al., 2019).

The frequently referred to dimensions of sustainable HRM practices were selection (Manzoor et al., 2019), training (Macini et al, 2020; Manzoor et al., 2019), development (Glot, 2006; Zaugg et al, 2001), employee participation (Baum et al., 2016; Manzoor et al., 2019), and compensation and rewards (Macini et al., 2020; Zaugg et al., 2001). Thus, those dimensions are considered in the research. The selection is described as a procedure that involves the possibility of work, resulting in the partition of two classes, namely, individuals who are offered the job and those who are not (Yoder, 1942).

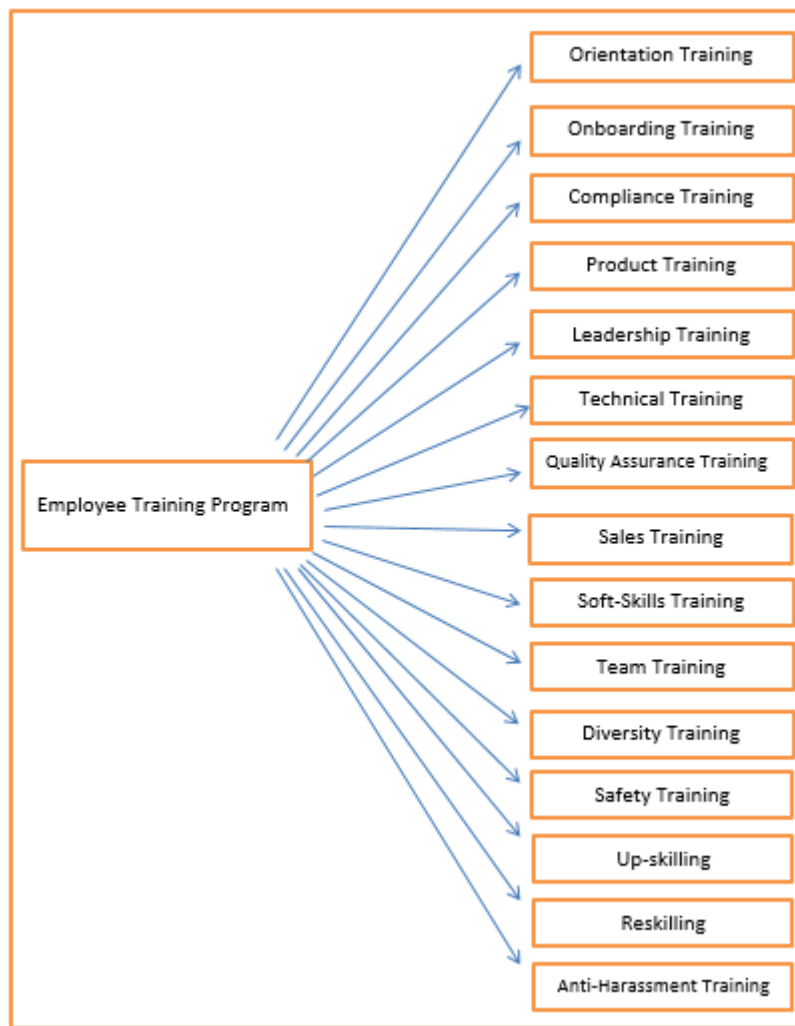
Sustainable HRM is the adoption of practices that enable a company to achieve economic, social and ecological goals as part of a long-term strategy while controlling unintended side effects. The concept derived from environmental sustainability which is the responsibility of conserving natural resources to support the health and wellbeing of earth and its animal life forms today and in the future (Allianz Partners, 2023).

Types of Training Programs

Here is a list of the most common types of training programs in a modern workplace (Gupta, 2025). We have discussed a brief on several types of training as follows:

- a. **Orientation Training:** This is a structured program that introduces new employees to a company, its culture, policies, and their specific job duties. It is the first step in onboarding, aiming to make new hires feel welcomed, informed, and prepared to assimilate smoothly into their roles and the organization.
- b. **Onboarding Training:** A type of employee training that plays a key role in building commitment, boosting confidence, and enhancing the employee experience from day one. While employee orientation is a 1-2 days process, the employee onboarding process is a series of events that take place over a longer time period. The length of employee onboarding depends on the organization and the role and can take anywhere from a week to a month to a full year. By the end of onboarding, an employee must have a clear sense of their responsibilities and goals in the organization.
- c. **Compliance Training:** This type of training refers to the process of educating employees on laws, regulations and company policies that apply to their day-to-day job responsibilities. An organization that engages in compliance training typically hopes to accomplish several goals: (a) Avoiding and detecting violations by employees that could lead to legal liability for the organization. (b) Creating a more hospitable and respectful workplace. (c) Laying the groundwork for a partial or complete defense in the event that employee wrongdoing occurs despite the organization's training efforts. (d) Adding business value and a competitive advantage.
- d. **Product Training:** Product training refers to the sales training program provided to sales reps to ensure they have a thorough understanding of all the ins and outs of the product or service the company offers. This might include extensive knowledge of the various product features, policies, and applications that would help customers get the most out of the offerings. In a targeted training program this is aimed at informing employees about the features, functions and possible applications of a particular product.

Figure 4. Different Types of Employee Training Programs



- e. Leadership Training: Leadership training enhances individuals’ knowledge, skills, and abilities in leadership positions. It is a comprehensive approach to developing effective leaders by providing them with the tools, techniques, and insights necessary to lead teams, make strategic decisions, and inspire others (Aldridge, 2023).
- f. Technical Training: Technical training is a specialized training program that teaches employees technical knowledge and skills to implement, maintain, or operate certain technologies or software related to their roles or tasks. It ensures that employees remain proficient and confident in handling specific tools, systems, and processes (Gryshuk, 2025).
- g. Quality Assurance (Q/A) Training: Quality assurance training helps employees better understand quality assurance activities and improve processes that ensure the final product or service meets set quality standards, which leads to customer satisfaction and loyalty. Quality assurance training helps the team remain on top of their jobs with updated information on the latest quality requirements and company policies and procedures.
- h. Sales Training: Sales training is the process of improving seller capabilities to drive behavior change and maximize sales success. The global market for sales training is approximately \$4.6 billion, yet most sales training fails to deliver lasting results. This is because most companies don't define and approach sales training properly. Often, training is treated as a

1- or 2-day program with no follow-up. To deliver effective sales training, redefine what sales training is. Focus on changing sellers' behavior to drive sales results and support the effort as an ongoing change management initiative (Schultz, 2025)

- i. **Soft-Skills Training:** Soft skills training focuses on the development of abilities and skills such as communication, teamwork, and problem-solving. Soft skill training teaches you how to recognize your own strengths and weaknesses and how to use them to present a good and confident image. This leads to greater success in both personal and professional life.
- j. **Team Training:** In *Learning, Remembering, Believing: Enhancing Human Performance*, the National Research Council defines team training as the process of teams improving their teamwork and task work through gaining new skills, know-how, and values. These leanings are all practical and useful for enhancing the team's abilities to tackle their current tasks in the company (Garcia, 2024). Team training is one of the critical elements promoting team effectiveness (Dierdorff & Ellington, 2017).
- k. **Diversity Training:** Lai & Kleiner (2001) define diversity training as the process by which a workforce is educated about cultural, socio-economic, racial and religious differences among employees and taught how to embrace those differences so as to create and maintain an effective work environment. Diversity training therefore educates and trains employees to embrace difference, regardless of gender, age, race, religion, sexual orientation, class or any other related dimension. Pendry et al. (2007) identify the primary goal of diversity training as facilitating the integration of minority groups into the workplace by attempting to confer on the workforce the skills, knowledge and motivation to work productively alongside dissimilar others and interact effectively with a diverse customer population. The intent of diversity training is therefore to reduce and end workplace discrimination and harassment of minority groups (Hemphill & Haines, 1997).
- l. **Safety Training:** Safety training programs must be effective and to achieve this planning must be thorough in every detail (Wiliam, 1997). This is the process of teaching workers how to recognize, avoid, and respond to hazards in the workplace. Its goal is to prevent accidents, injuries, illnesses, and to ensure compliance with safety laws and company policies.
- m. **Up-skilling:** Up skilling is the process of employees learning new skills and acquiring relevant competencies needed for today's work environment as well as for the near future. It focuses on improving employees' skill sets, usually through continuous training programs, to help them advance in their jobs.
- n. **Reskilling:** Employee reskilling is the process of training current employees to acquire new skills for handling a different role in the company. For instance, an in-store sales rep is reskilled to work as a customer service executive to drive e-commerce sales. Reskilling creates a win-win for both businesses and employees. Businesses can address their staffing needs, and employees get career mobility along with flexibility to grow within the company (Milhem et al., 2014). This means employee reskilling involves learning new skills outside of the worker's existing skillset. These skills are often closely adjacent to their current job, but may sometimes be geared toward a different path entirely.

- o. **Anti-Harassment Training:** This type of employee training could be legally mandatory, depending on your company size and operational geography. It trains employees on appropriate workplace behavior, company policy, and how to use the available tools and resources for reporting harassment in the workplace.

Dimensions of Employee Training & Development according to Organizational Condition

Employee training and development can take many forms, including on-the-job training, classroom training, e-learning, coaching, mentoring, and job rotation (Daniëls et al., 2021). The effectiveness of these training methods may vary depending on the type of skills or knowledge being developed, the characteristics of the trainee, and the organizational context (Anwar & Shukur, 2015).

Training content is another important dimension of employee training and development. Training content can include technical knowledge and skills, such as computer programming or statistical analysis, as well as soft skills, such as communication, leadership, and teamwork (Daniel, 2018). The content of training programs should be aligned with the organization's strategic goals and should address the specific needs and preferences of the trainees (Elnaga & Imran, 2013). These are actually bases on the type and nature of business organization.

Training delivery is also critical to the effectiveness of employee training and development. Effective training delivery should take into account the trainees' learning styles, preferences, and needs (Akinyele, 2007). The delivery of training should also be consistent with the organization's culture and values, and should be supported by management.

Limitations of The Study

This study is discussion based on the previous research paper's opinions that impacted the interpretation of the research outcomes are the limitations. As a consequence of these limits, it seems that some techniques are theoretical and without massive change internal culture hardly difficult to applying in some organizations.

Factors Influencing The Effectiveness of Employee Training and Development

Several factors can influence the effectiveness of employee training and development. One of the most important factors is management support. Management support can enhance the trainees' motivation, increase their perception of the importance of training, and encourage the transfer of training to the job (Falola et al., 2014).

Employee motivation is also critical to the effectiveness of employee training and development. Motivated employees are more likely to engage in the training process, apply the knowledge and skills learned in training to their job, and transfer the training to new situations (Longnecker & Fink, 2005). Employee motivation can be enhanced through the provision of feedback, rewards, and recognition for the completion of training programs.

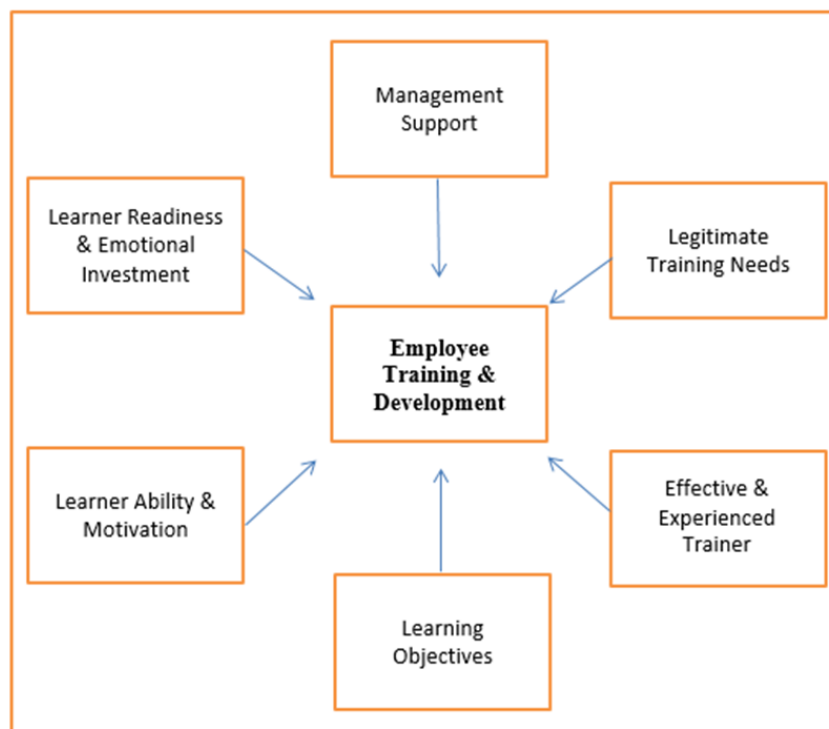
The following factors are influencing the effectiveness of any organization's employee training & development (Sudhakar & Basariya, 2017):

- a. **Management Support:** One of the most important influential factors that affect job training is management support of training initiatives. It is critical that managers foster a climate conducive to learning, support the training initiatives, and encourage professional

development. Without management support, there wouldn't be designated funds for training programs, and workers wouldn't feel comfortable using new knowledge and skills.

- b. Legitimate Training Needs: The next factor that affects whether or not training is well-received and effectively transferred to the job depends on whether or not the training topic is a valid training need. The best way to validate a training need is to conduct a needs analysis. If a training topic is truly a training need, learners will be actively engaged and willing to learn the new topic and can readily apply it to the workplace.
- c. Effective and Experienced Trainer: Whether coming from in-house or a consulting firm, a trainer must be able to communicate effectively, facilitate a conversation to ensure the needs and expectations of the learners are met, present material clearly and effectively, and make information interesting. An effective trainer also creates a safe and engaging learning environment, actively keeps learners involved, and can adjust appropriately when necessary.
- d. Learning Objectives: Another factor that is critical to training success is a well-written learning objective. Learning objectives help the instructor guide discussions and help students understand what is expected of them. Students who understand what is expected are more involved and willing to invest energy in pursuit of a goal. To be effective, learning objectives must specify a behavior or performance that a learner should be able to complete at the end of training, a measurable criterion, and any conditions of performance.
- e. Learner Ability and Motivation: To effectively transfer knowledge to the workplace, learners must have the ability and motivation to succeed. Learners need to have ample opportunities to use the training, and they need to perceive the benefit and validity of the training. Learners also need to feel that a change in behavior will lead to a valued outcome or job enrichment.

Figure 5. Factors Influencing the Effectiveness of Employee Training & Development



- f. **Learner Readiness and Emotional Investment:** A learner must also be ready and willing to learn new information. A learner must identify the need to adapt one's behavior and be able to learn a new skill, and the learner needs to have an open mind to be receptive to a new way of thinking and performing. Adult learners are especially notorious for needing to know why they need to know something. Adults need to see the immediate benefit of applying the new skills, which increases emotional investment and level of engagement. Furthermore, adult learners need to retain an emotional connection to prior experiences that relate to new information

Digitalizing of Employee Training Program in Organization

To advance employee training, companies need to embrace modern learning solutions that are not only flexible and accessible but also more effective than traditional methods. Smart Training is a powerful online training management system built to modernize employee training by automating everything from course creation to planning, tracking, and managing training programs. Here's how Smart Training can digitalize your employee training in six simple steps (Smart Training, 2024):

- a. **Step 1: Assess Training Needs:** Before developing any training content, it is essential to identify the skills and competencies required within your workforce. With Smart Training, you can create content that aligns with your company's specific learning objectives and workforce needs to bridge training gaps.
- b. **Step 2: Develop & Customize Training Content:** The next step is to create a comprehensive and curated training curriculum. The foundation of any effective employee training program is well-designed courses. Smart Training enables you to design and structure courses that meet the diverse needs of your employees. This customization ensures that each employee receives relevant, high-quality learning experiences that match their career path and responsibilities.
- c. **Step 3: Schedule & Execute Training Sessions:** Once the curriculum is in place, planning the training schedule is Key to ensuring that employees can participate without disrupting daily operations. Then, the execution of the training program takes place, where the actual learning happens. With Smart Training, management can assign course(s) or training programs, schedule, and deliver training sessions with minimal effort. Smart Training simplifies the process of managing training schedules and execution, ensuring that training is completed efficiently and on time.
- d. **Step 4: Evaluate & Improve Employee Learning:** Successful training requires ongoing evaluation. Smart Training provides the tools to assess learning progress and ensure that employees are mastering the content: Use quizzes, tests, and interactive assignments to gauge employee understanding. Access each participant's progress in real-time throughout the program. Provide feedback and additional support where necessary to enhance learning outcomes.

Figure 6. Digitalize the Employee Training Program in Six Steps



- e. Step 5: Ensure Ongoing Training Compliance: Training compliance is an ongoing requirement for many industries, and Smart Training makes it easy to track and maintain: Schedule refresher courses to keep employees up-to-date with industry standards, new technologies, or internal policies. Generate formal certifications or acknowledgments for employees who successfully complete their training.
- f. Step 6: Track Training Performance: Once training is completed, it is important to track both individual and program-wide performance. Smart Training provides adequate tools to measure and improve training outcomes. Maintain a detailed Training Log, recording attendance, progress, and performance data for all participants.

The Ultimate Impact of Training Programs on Organizations

From this above discussion we find that the training and development programs have a significant impact on organization. Senior management are inspired with confidence in their team and can directly influence employee performance, and employees gain more skills and become more engaged, which leads to more efficient working and job retention, and the organization sees more monetary gains because of it. Employer training and other developmental initiatives have a significant beneficial influence on job satisfaction, productivity, and, eventually, overall profitability (Hughey & Mussnug, 1997). It has been observed that training and development can help to change or improve the behavior of employees in the workplace (Sothy, 2019). A pragmatic (modernized) training and development programs keep employees up to date on changes happening in their industry, and on matters such as safety, ethics, or quality standards and more others.

Training has a transformative influence on employees, shaping not only their skills but also their attitudes, performance, and long-term commitment to an organization. So from above discussion we find the ultimate impact of training on employees is multidimensional enhancing skills, boosting motivation, and fostering loyalty while driving productivity and organizational excellence. Investing in training is not merely an HR initiative; it is a strategic imperative that empowers employees, strengthens culture, and ensures long-term success.

RECOMMENDATION

The above discussions have important suggestions for both research and practice. Organizations can use the understandings from this review to design and implement effective employee training and development programs that bring into line with their strategic goals. Over here more important fact is to interconnect the total training program with different departments of the concern organization. It's conclude here with some recommendations are as follows:

- a. Integrating a total training & development program across different departments involves creating a cohesive learning ecosystem that brings into line the individual skill development with organizational goals.
- b. After the program we can find the realistic opinion from the employees while asking them directly through one to one conversation, focus group or may be on survey.
- c. It builds human capital, supports adaptability, enhances well-being, and line up employees with organizational sustainability goals.
- d. While training in only one department, those staff members should recommend specific modules to colleagues in other departments to improve cross-functional collaboration.
- e. Programs are often found to reduce "burnout" by giving employees the tools to handle their workloads more effectively.
- f. Workers who actively participate in training events will feel empowered and motivated, which will improve their retention as well as application of newly gained knowledge, skills and experiences.

CONCLUSION

The study concluded that training aids to increase employee efficiency and performance which develops employee advancement. Key variables such as interpersonal communications, teamwork, critical thinking and central leadership are improved through training. Regular training in concern areas for staff members ensures access and development to secure more opportunities and career growth for employees. It is important to remember that workers are the foundation of any company. Employee performance is the ultimate indicator of an organization's potential for success or failure regardless of its size. Training plays a central role in advancing sustainable workforce development by equipping employees with necessary competencies to respond to changing organizational, environmental, and societal demands. By investing in relevant and inclusive training programs, organizations can ensure their workforce remains capable, resilient, and aligned with both business objectives and global sustainability standards. Today's organizations face ongoing economic, environmental, and technological pressures, whereas training makes the workforce more expertise in their concern area of job for jousting to outflanking their rivals in industrial battle filed.

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