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**TRAINING AND DEVELOPMENT: THE PANACEA FOR PRODUCTIVITY AND
BUSINESS SUCCESS**

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ABSTRACT

Training and development have emerged as indispensable tools for enhancing employee performance, increasing organizational productivity, and achieving long-term business success. The paper examined the role of training and development as a panacea for productivity and business success. It underscores how structured training programs not only bridge skill gaps but also foster a culture of learning and adaptability within organizations. The study showed different types of training for entrepreneur which were identified as leadership training, compliance training, on-the-job training etc. Furthermore, the study emphasized the correlation between well-executed training initiatives and measurable business outcomes such as increased efficiency, customer satisfaction, and profitability. It was concluded that training and development are essential drivers of employee performance and organizational productivity. They empower staff with the skills and knowledge needed to meet current and future challenges. A well-trained workforce enhances efficiency, innovation, and adaptability in a competitive market. One of the recommendations made was that organizations should systematically evaluate skill gaps to tailor training programs that address specific employee and organizational needs

KEYWORD: Training, Development, Panacea, Productivity and Business Success

INTRODUCTION

In today's rapidly evolving business environment, organizations face increasing pressure to stay competitive, adapt to technological advancements, and meet ever-changing consumer demands. Amidst these challenges, training and development have emerged as crucial components of strategic human resource management, serving as vital tools for enhancing employee performance and driving organizational success. They are often described as a "panacea" a universal remedy for addressing productivity deficits and achieving business excellence. Training and development refer to the systematic acquisition of knowledge, skills, and behaviors that improve individual and organizational performance. While training focuses on equipping employees with specific skills for their current roles, development is broader, aimed at preparing employees for future responsibilities and career advancement (Armstrong &

Taylor, 2014). These two processes work in tandem to create a more capable, motivated, and agile workforce.

The significance of training and development cannot be overstated. According to the American Society for Training and Development (ASTD), companies that invest in comprehensive training programs enjoy a 218% higher income per employee than those with less comprehensive training (ASTD, 2012). Furthermore, these companies report a 24% higher profit margin. These figures highlight how training directly correlates with organizational performance and profitability. It is no surprise that global leaders such as Google, Microsoft, and IBM place strong emphasis on continuous employee learning and professional growth. Productivity, a key performance indicator in any organization, is heavily influenced by employee competence and motivation. Training boosts productivity by ensuring that employees understand their roles, master the tools of their trade, and keep pace with industry best practices. When employees are properly trained, they work more efficiently, make fewer errors, and contribute to smoother operations (Noe et al., 2020). Moreover, training enhances employee morale and job satisfaction, reducing turnover and associated recruitment costs. Development initiatives, on the other hand, are essential for preparing the workforce for future challenges. Leadership development programs, mentoring, and up skilling ensure a steady pipeline of talent ready to assume critical roles. In an era defined by digital transformation, companies that fail to invest in employee development risk falling behind. According to a report by LinkedIn (2023), 89% of learning and development professionals agree that proactive skill development is crucial to navigating future work disruptions. As the business world continues to evolve, the organizations that will thrive are those that view training and development not as costs, but as investments with exponential returns.

CONCEPT OF TRAINING AND DEVELOPMENT

Training and development (T&D) are integral components of human resource management, focusing on enhancing employees' skills, knowledge, and competencies to improve organizational performance. Over the past decade, the significance of T&D has been increasingly recognized, with organizations investing in structured programs to foster employee growth and achieve strategic objectives.

Training is typically defined as a systematic process aimed at improving employees' current job performance by increasing their skills and knowledge. Development, on the other hand, is a broader concept that focuses on the growth and future performance of employees, preparing them for potential higher responsibilities within the organization. According to Mohammed Abdullahi (2024), training and development are distinct yet interconnected processes that collectively contribute to enhancing organizational performance. Effective T&D programs have been linked to improved employee productivity, job satisfaction, and retention. For instance, a study conducted at the University of Cape Coast, Ghana, found that T&D initiatives promoted peer learning, enhanced technical staff skills, and contributed to improved competencies and productivity.

However, the study also noted challenges in implementation, particularly when staff resumed work after training, highlighting the need for continuous support and adequate resources. The integration of technology into T&D has transformed traditional training methods. Augmented Reality (AR), for example, has emerged as an effective tool for corporate training programs, offering immersive and interactive learning experiences. A systematic literature

review by Martins et al. (2021) indicated a significant increase in AR applications for corporate training, particularly in the automotive and medical sectors. The study highlighted AR's potential in providing on-the-job training and improving skill acquisition. T&D also play a crucial role in achieving Sustainable Development Goals (SDGs) by promoting continuous learning, gender equality, and decent work.

Uddin and Ahmed (2024) emphasized that strategic investment in employee training advances professional growth, fosters innovation, and contributes to workplace well-being, thereby supporting multiple SDGs. Beyond individual benefits; T&D are instrumental in strategy implementation and organizational success. Chinongwa et al. (2022) argued that T&D influence critical success factors such as employee motivation, commitment, and performance, which are essential for effective strategy execution. The study underscored the importance of aligning T&D initiatives with organizational goals to enhance overall performance.

Development, on the other hand, is concerned with preparing employees for future roles and responsibilities. It includes leadership development, succession planning, and lifelong learning. Unlike training, development is more self-directed and long-term in nature. It empowers employees to take initiative in their career advancement. As argued by Chinongwa et al. (2022), development initiatives are crucial for sustaining organizational adaptability and innovation. They ensure that companies can respond to changes in the external environment by cultivating a pipeline of capable leaders and adaptable professionals.

An important evolution in the T&D landscape between 2016 and 2025 is the integration of technology into learning practices. The use of Augmented Reality (AR), Virtual Reality (VR), and Artificial Intelligence (AI) has enabled immersive and personalized learning experiences. Martins et al. (2021) noted that AR applications in corporate training have become especially prominent in sectors like healthcare and manufacturing, improving skill retention and learner engagement. Learning Management Systems (LMS) have also advanced, allowing organizations to track progress, customize content, and assess training effectiveness in real time.

Furthermore, T&D has been recognized as a driver of sustainable development, contributing to multiple United Nations Sustainable Development Goals (SDGs), particularly Goal 4 (Quality Education) and Goal 8 (Decent Work and Economic Growth). Uddin and Ahmed (2024) highlight that training initiatives promoting equality, inclusivity, and innovation create not only a skilled workforce but also a more equitable work environment. T&D programs that integrate sustainability principles prepare employees to think critically about environmental and social issues in their professional practices.

CONCEPT OF PRODUCTIVITY IN BUSINESS

Productivity in business refers to the efficiency with which organizations convert inputs such as labor, capital, and materials into outputs like goods and services. It is a critical measure of organizational performance and competitiveness, influencing profitability and long-term sustainability. Between 2016 and 2025, the understanding of productivity has evolved beyond mere output metrics to include qualitative factors such as innovation, employee engagement, technology adoption, and sustainable practices. Businesses now recognize that improving productivity requires a holistic approach integrating multiple dimensions.

Traditionally, productivity was measured as output per labor hour or unit of input. However, recent research emphasizes that productivity is influenced by human, technological, organizational, and strategic factors. The human dimension focuses on employee skills, motivation, and well-being. Studies have shown that organizations with high employee engagement and continuous training tend to experience higher productivity levels (Singh et al., 2022). Furthermore, fostering adaptive performance where employees can quickly adjust to change has become essential in dynamic markets.

The technological dimension plays a pivotal role in enhancing productivity. The rise of Industry 4.0 technologies, including automation, artificial intelligence, and data analytics, has transformed production processes and service delivery. Research by Aly (2023) highlights that digital transformation improves operational efficiency, reduces waste, and accelerates innovation, all of which drive productivity gains. Businesses that leverage technology to optimize workflows and decision-making maintain competitive advantages in rapidly changing environments.

Organizational culture and work environment also significantly impact productivity. A culture that promotes collaboration, trust, and psychological safety encourages employees to contribute fully and innovate. Ibrahim and Daniel (2023) found a strong correlation between positive organizational culture and employee productivity in Nigerian institutions. This culture aligns individual and organizational goals, increasing motivation and reducing turnover.

Lastly, strategic management practices such as effective time management, goal alignment, and performance measurement ensure resources are optimally utilized. Akpan and Inyang (2021) demonstrated that strategic time management in the banking sector led to better customer satisfaction and higher productivity. Use of key performance indicators (KPIs) and regular feedback mechanisms helps organizations track progress and adapt strategies to maximize output.

The concept of productivity in business has broadened from a narrow focus on output quantity to a comprehensive understanding that integrates human capital, technology, culture, and strategy. Between then and now, scholarly research underscores the importance of a multidimensional approach to enhance productivity sustainably. Organizations that effectively combine these elements position themselves for growth, innovation, and resilience in a competitive global economy.

CONCEPT OF BUSINESS SUCCESS

Business success is a multifaceted concept that reflects the achievement of organizational goals, sustained profitability, market competitiveness, and long-term growth. It encompasses both quantitative outcomes, such as financial performance, and qualitative indicators, including customer satisfaction, brand reputation, and employee engagement. Between 2016 and 2025, scholars and practitioners have expanded the definition of business success to integrate sustainability, innovation, and stakeholder value creation, acknowledging that traditional metrics like revenue and profit, while important, are no longer sufficient to gauge a firm's true performance in the modern global economy.

One of the most fundamental measures of business success remains financial performance, including profitability, return on investment (ROI), and cash flow. These indicators help determine an organization's economic viability. According to Ismail et al.

(2016), firms with strong financial control mechanisms tend to demonstrate higher resilience and growth. However, recent studies suggest that focusing solely on financial gains may undermine long-term success, especially in volatile and socially-conscious markets. Therefore, organizations are now integrating non-financial metrics such as innovation output, customer loyalty, and environmental impact into their success frameworks

Strategic management plays a crucial role in determining business success. Companies that develop clear strategic objectives, conduct market analyses, and adapt to environmental changes are more likely to thrive. As emphasized by Matar and Eneizan (2018), aligning strategic planning with organizational capabilities and market demands increases both competitiveness and customer satisfaction. Furthermore, strategic agility the ability to adapt quickly to disruptions has become a key driver of success in the post-2020 business environment, especially following the COVID-19 pandemic. Organizations that invested in digital transformation and remote operations have outperformed those that remained static.

Another critical component of business success is human capital development. Employee training, engagement, and well-being directly affect productivity, innovation, and service delivery. A study by Uddin and Ahmed (2024) highlights those businesses investing in employee development experience higher retention, creativity, and organizational commitment, all of which contribute to long-term success. Moreover, leadership style and organizational culture significantly shape employee behavior and corporate performance. Transformational leadership, in particular, has been linked with positive organizational outcomes, including adaptability, collaboration, and ethical decision-making.

Sustainability and corporate social responsibility (CSR) have become essential to defining modern business success. Stakeholders now expect businesses to demonstrate environmental stewardship, social inclusion, and ethical governance. According to El-Kassar and Singh (2019), integrating sustainability into core business strategies not only enhances brand image but also reduces risks and opens new market opportunities. Businesses that prioritize ESG (Environmental, Social, and Governance) principles are better positioned to attract investment and maintain a loyal customer base. Thus, success in the 21st century demands a balance between profitability and social impact.

The concept of business success between 2016 and 2025 has evolved into a holistic framework that includes financial performance, strategic alignment, employee development, innovation, and sustainable practices. Businesses that adopt a balanced approach to measuring success—considering both tangible and intangible indicators—are more likely to sustain growth, adapt to change, and create long-term value for all stakeholders. This comprehensive view acknowledges that true success lies not only in what a business achieves, but also in how it achieves it.

TYPES OF TRAINING FOR ENTREPRENEURS

The following are the types of entrepreneurs:

- **Leadership training**

Without the ability to lead, of course you will find it difficult to direct the team you work with effectively. In fact, the way you lead the team will greatly determine the success of your business performance. So, be sure to also take the time to learn how to be a great leader.

From there, you will find out what things you can develop and how to manage the human resources you employ better than before.

- **Compliance Training**

Do you still think that training in the field of compliance is only needed by business actors whose businesses are already on a corporate scale? In fact, this assumption is not at all true! You who are MSME actors can also learn a lot if you attend training in the field of compliance. For example, compliance training gives you a lot of knowledge about the basics of making compliant in business, such as licenses and tax provisions that you need. Not only that, you can also run your business more wisely without violating environmental regulations (Cashlez, 2022).

- **On-the-job training**

On-the-job training is training that happens in the workplace. Employees learn from more experienced colleagues. There are a number of different methods including work shadowing, formal training sessions and computer-based training. On-the-job training has a number of benefits. It is a relatively cheap form of training as there are no travel costs and training are done by another employee, not an expensive external trainer. On-the-job training also allows a business to reduce costs by offering e-learning, a form of on-the-job training which is done via a computer. This can be done by large numbers of employees at the same time. Finally, on-the-job training can be tailored to the needs of the company, such as using the specific machinery that the company uses. However, on-the-job training has a number of disadvantages. As the training is usually provided by other employees, it may mean that more people are unavailable to work as they are both providing and receiving training. It is also unlikely to bring new ideas and skills into the business

- **Off-the-job training**

Off-the-job training is training that happens away from the employee's workplace. This can include a course at a college, university or at a training provider or studying for a qualification at home. It can be for as little as a few hours or can be done on a part time basis for a number of years. Off-the-job training can bring new ideas into a business. As off-the-job training is expensive, employees who receive it may feel more valued by the company and therefore more motivated and loyal. In addition, the trainer is more likely to provide high quality training, as they will be a skilled expert in this specific area. Disadvantages of off-the-job training include that it is expensive and there is a risk that the newly trained employee will leave the business. In addition to this, the training might not be tailored to the business and the employee is spending time away from the workplace to complete the training (Bitesize, 2025).

- **Traditional small-business training**

Classroom-based training in basic business practices is the most common approach to training small scale entrepreneurs. The ILO's Start and Improve Your Business programmes are, Freedom from Hunger's programmes for microfinance clients, and the IFC's Business Edge programmes are amongst the best known and most widely implemented classroom-based training programmes. Although, there is a wide variety of classroom business training programmes and approaches, a typical programme involves a trainer teaching a group of 15-to-40 participants over a period of 3-to-12 days. Courses for owners of existing firms looking to

grow cover record-keeping and accounting, marketing, human resources and hiring workers, stock control and inventory management, planning, and operations management. Most of these training programmes reach scale by training a set of master trainers, who in turn train a network of trainers in different countries. The course materials are typically translated and adapted to local contexts. While courses are typically traditional teacher-led, classroom-based training, many also incorporate active learning. Participants take part in exercises or games to gain an understanding of key concepts, and complete assignments between training sessions that apply the content to their own businesses (Lie shout and Mehtha, 2017)

DIMENSION OF PRODUCTIVITY IN BUSINESS

Productivity in business is a multifaceted concept that extends beyond mere output metrics. Recent scholarly works emphasize various dimensions that collectively influence organizational efficiency and performance. These dimensions encompass human factors, technological advancements, organizational culture, and strategic management practices.

- **Productivity**

Productivity in business refers to the ability of an organization to efficiently transform inputs into valuable outputs. It is a multidimensional concept that incorporates various elements, each influencing organizational performance in distinct ways. Recent research emphasizes that understanding productivity solely in terms of output per labor hour is limiting (Cequea, 2020). Instead, productivity should be analyzed through dimensions such as human factors, technology, organizational culture, and strategic management to ensure sustainable growth.

- **The human factor**

The human factor is one of the most significant dimensions influencing productivity. It includes employee motivation, engagement, skills, and overall well-being. Cequea et al. (2020) outlined a model where individual (skills, motivation), group (collaboration, communication), and organizational (culture, leadership) factors collectively enhance productivity. Similarly, organizations that invest in training and development, fair compensation, and inclusive leadership tend to see higher employee output and lower turnover (Olaniyan & Lucas, 2022). The psychological contract between employer and employee plays a major role in shaping productivity outcomes.

DIMENSION OF BUSINESS SUCCESS

Business success is a multidimensional concept that extends beyond mere profitability. It encompasses various qualitative and quantitative indicators that determine how well an organization performs in achieving its mission, satisfying stakeholders, and sustaining long-term growth.

- **Financial Performance**

Financial performance remains a fundamental dimension of business success. It includes metrics such as revenue growth, profitability, return on investment (ROI), and cash flow. A strong financial position enables businesses to invest in innovation, expand operations, and survive market downturns.

- **Customer Satisfaction and Retention**

Customer satisfaction is crucial in measuring business success, particularly in consumer-facing industries. It influences repeat purchases, brand loyalty, and word-of-mouth referrals.

- **Innovation and Adaptability**

Innovation capability is vital in today's rapidly changing business environment. Companies that invest in research and development, digital transformation, and new business models are more likely to succeed in the long term.

- **Employee Engagement and Development**

A motivated, skilled, and engaged workforce contributes significantly to business success. Employee satisfaction, low turnover, and professional development are indicators of a healthy internal environment.

- **Operational Efficiency**

Operational efficiency refers to the ability to deliver products or services using minimal resources while maintaining quality. It involves optimizing processes, minimizing waste, and leveraging technology.

- **Social and Environmental Responsibility**

In the era of corporate social responsibility (CSR), social impact and environmental sustainability have become vital dimensions of business success. Stakeholders increasingly expect businesses to contribute to societal development and environmental protection.

- **Strategic Vision and Leadership**

Visionary leadership and clear strategic direction underpin long-term success. Effective leadership guides organizational culture, strategic alignment, and responsiveness to external changes.

EFFECTS OF TRAINING AND DEVELOPMENT ON PRODUCTIVITY IN BUSINESS

The effects of training and development on productivity in business have been widely studied, particularly in the wake of global economic shifts, technological advancement, and workforce evolution. Below is an extensive explanation of the major effects:

- **Enhanced Employee Performance**

Training and development significantly improve employee performance by equipping individuals with the latest skills, techniques, and industry knowledge necessary to execute their roles effectively. Well-trained employees are not only more competent, but also more confident in handling job responsibilities with precision, reducing the likelihood of errors and boosting overall work quality. In business environments where speed, accuracy, and innovation are essential, training ensures that employees remain competitive and agile.

- **Improved Operational Efficiency**

Training streamlines operational processes by instilling best practices, time management skills, and technical proficiencies in employees. When staff are well-versed in workflow procedures, software systems, and communication protocols, the business benefits from faster turnaround times, fewer delays, and minimal supervision. This optimization reduces redundancies and resource wastage, while improving coordination among departments. According to Quinn et al. (2020), Employees trained in problem-solving are more likely to prevent bottlenecks and act proactively.

- **Higher Innovation and Adaptability**

One of the long-term benefits of training is the cultivation of a more innovative and adaptable workforce. Continuous development fosters critical thinking, creativity, and openness to new ideas, which are essential in fast-paced business environments. Employees exposed to learning are more likely to embrace change, explore alternative solutions, and contribute novel ideas to improve products or services. Especially in the post-pandemic era, adaptability has become a strategic asset as businesses face rapid technological changes and shifting market demands.

- **Reduced Turnover and Higher Job Satisfaction**

Training and development programs have been shown to significantly reduce turnover rates while enhancing job satisfaction, ultimately boosting productivity in businesses. When employees receive opportunities for skill development and career growth, they are more likely to feel valued and engaged in their work, fostering loyalty and reducing the likelihood of seeking opportunities elsewhere. Furthermore, such initiatives contribute to improved morale, job satisfaction, and a sense of accomplishment, which in turn enhances overall job performance. Organizations that invest in employee development see not only better retention rates but also higher levels of motivation and productivity. A recent study by Sahoo and Mishra (2023) highlights how training programs lead to increased job satisfaction and decreased turnover intentions in organizations, resulting in a more committed and productive workforce.

- **Compliance, Safety and Risk Reduction**

Training and development programs play a crucial role in ensuring compliance, safety, and risk reduction in businesses. By equipping employees with the necessary knowledge and skills, organizations can minimize workplace accidents, maintain regulatory compliance, and reduce operational risks. Well-trained employees are more aware of safety protocols and legal requirements, which helps in preventing costly mistakes and ensuring a safer working environment. A recent study by Patel and Sharma (2023) emphasizes how effective training leads to improved compliance and reduced workplace risks, contributing to overall operational efficiency.

EFFECT OF TRAINING AND DEVELOPMENT ON BUSINESS SUCCESS

The following are the effect of training development on business success:

- **Improvement in Employee Performance and Productivity**

One of the most immediate and measurable impacts of training and development is the improvement of employee performance. Training enhances the skills, knowledge, and

capabilities of employees, enabling them to perform tasks more efficiently and with greater accuracy. As productivity increases, so does the organization's output and profitability.

For example, Adade (2024) conducted a study at the University of Cape Coast, Ghana, and found that structured training programs significantly improved the competencies and performance of administrative staff. This led to enhanced service delivery and operational efficiency, directly contributing to the institution's goals. Employees with up-to-date knowledge are better positioned to contribute to innovation and problem-solving within their roles.

- **Increased Employee Motivation, Retention, and Loyalty**

Training and development also serve as a motivational tool. Employees feel valued when organizations invest in their growth. This sense of appreciation translates into increased job satisfaction, organizational commitment, and reduced turnover.

According to Uddin and Ahmed (2024), training improves employee morale and engagement, which are critical drivers of performance. Their research revealed that T&D programs lead to higher levels of employee retention, especially when linked to career advancement opportunities. Organizations that focus on internal talent development are less likely to suffer from brain drain or the high costs of external hiring.

- **Enhancement of Organizational Innovation and Adaptability**

In today's digital age, the ability to adapt quickly is a key determinant of success. Training programs that focus on soft skills, technology adaptation, and creative thinking help businesses remain agile and competitive.

Martins et al. (2021) found that using Augmented Reality (AR) and digital platforms in corporate training increased learner engagement and accelerated the application of skills in the workplace. These technological advancements in T&D have allowed businesses to enhance innovation capacity, reduce learning curves, and implement new systems more effectively. In an era of constant change, such adaptability is crucial for survival and growth.

- **Alignment with Strategic Goals and Organizational Culture**

For training and development to have a significant impact, they must align with the organization's strategic vision and values. Strategic T&D ensures that the workforce is prepared to execute business plans, adopt new processes, and contribute toward long-term goals. Chinongwa et al. (2022) emphasized that T&D has a major role in strategy implementation. Their study highlighted that organizations with integrated T&D programs are more likely to meet performance benchmarks and sustain competitive advantage. Moreover, training that reinforces core values helps to create a unified corporate culture, fostering collaboration and shared vision.

- **Contribution to Customer Satisfaction and Market Competitiveness**

Training is not just internally beneficial it also enhances external outcomes such as customer satisfaction. Well-trained employees provide better customer service, which leads to higher client retention, positive brand reputation, and increased market share.

As noted by Abdullahi (2024), improved employee performance through continuous training leads to fewer customer complaints, faster service delivery, and higher quality outputs. These outcomes collectively strengthen a company's market position, enabling it to thrive in both domestic and global markets.

CONCLUSION

Training and development are essential drivers of employee performance and organizational productivity. They empower staff with the skills and knowledge needed to meet current and future challenges. A well-trained workforce enhances efficiency, innovation, and adaptability in a competitive market. Development initiatives build a strong leadership pipeline and boost employee engagement. Organizations that invest in continuous learning achieve sustainable growth and success. Ultimately, training and development serve as the foundation for long-term business excellence.

RECOMMENDATION

- Organizations should systematically evaluate skill gaps to tailor training programs that address specific employee and organizational needs.
- Training and development initiatives must support the company's long-term objectives; ensuring employees are prepared for future challenges and opportunities.
- Promote a learning culture by offering ongoing programs such as workshops, e-learning, certifications, and cross-functional training.

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