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# Effect of on-the-job and off-the-job Training on Employee's Job Satisfaction And Morale in Local Government Service Commission, Taraba State, Nigeria

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**Abstract:** This study investigates the effect of on-the-job and off-the-job training on employee's job satisfaction and morale in Local Government Service Commission, Taraba State, Nigeria. With the aid of the study objectives, two hypotheses were formulated in the study. A sample size of 131 was adopted for the study. The purposive sampling technique was used to select the entire population of the study due to its' convenient in the conduct of the research. The summation of all the responses was presented using frequency distribution tables and simple percentages. In addition, the mean analysis used to analyze the data generated from the field while the chi-square statistical tool was used to test the hypotheses formulated in the study. The test statistics reveals among others that on-the-job training has effect on employee's job satisfaction and morale in Local Government Service Commission, Taraba State, Nigeria. The study recommends among others that, for the fact that on-the-job training has significant effect on employee's job satisfaction in Local Government Service Commission, Taraba State, Taraba State government should continue to endeavour that the staff in Local Government Service Commission are subjected for on-the-job training. By so doing, the employees will gain more knowledge and aspirations needed which in turn enhances their job performance at work.

**Keywords:** Employees, Job Satisfaction, Job Morale, On-the-Job Training, Off-the-Job Training

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## 1. Introduction

On-the-job training (OJT) plays a pivotal role in enhancing employees' job satisfaction by providing them with the necessary skills, knowledge, and confidence to perform their tasks effectively. A recent study by [1] demonstrated that employees who received comprehensive on-the-job training reported higher levels of job satisfaction compared to those who did not receive such training. This finding highlights the significance of OJT in equipping employees with the competencies needed to meet job demands and achieve success in their roles. Additionally, OJT facilitates continuous learning and development, which are essential factors contributing to job satisfaction [2]. Employees who perceive that their organization invests in their professional growth through on-the-job training are more likely to feel valued and committed to their jobs, leading to increased job satisfaction levels [3].

The effectiveness of on-the-job training programs in enhancing job satisfaction can be attributed to their personalized and hands-on nature. [4] revealed that employees value experiential learning opportunities provided by OJT, as they enable them to acquire practical skills and knowledge directly applicable to their job roles. This personalized

approach fosters a sense of competence and mastery, contributing to higher levels of job satisfaction among employees [5] Moreover, OJT facilitates socialization and integration into the organizational culture, leading to increased job satisfaction by fostering positive relationships with coworkers and supervisors [6]. The impact of on-the-job training on employees' job satisfaction is evident through its role in enhancing skill development, fostering a sense of competence, and promoting social integration within the workplace.

Off-the-job training plays a significant role in shaping employees' morale within organizations, impacting various aspects of their job satisfaction and performance. Recent studies have shed light on the multifaceted influence of off-the-job training on employees' morale. For instance, a study by [7] examined the effects of off-the-job training programs on employee morale in a multinational corporation. The findings revealed a positive correlation between participation in off-the-job training and employees' morale, as employees felt valued and appreciated by the organization for investing in their development outside of regular work hours [8],[9]. Furthermore, the study highlighted how off-the-job training opportunities enhanced employees' sense of competency and confidence in their skills, leading to increased job satisfaction and overall morale.

Additionally, the effectiveness of off-the-job training in enhancing employees' morale depends on various contextual factors, including organizational culture, leadership support, and the alignment of training programs with employees' career aspirations [10]. Recent studies have emphasized the importance of tailoring off-the-job training initiatives to meet the diverse needs and preferences of employees. In their own reaction, [11] maintained that employees who had the opportunity to customize their training experiences based on their interests and career goals reported greater satisfaction and morale, as they felt empowered and valued by their organization. This highlights the importance of flexibility and individualization in off-the-job training programs to maximize their positive impact on employees' morale and overall organizational performance [12].

One of the necessary measures put in place by organizations towards improving employees job performance and organizational effectiveness is employee training. However, despite the evident benefits of on-the-job training and off-the-job training in fostering employee job satisfaction and morale, it is essential to recognize potential limitations and challenges associated with their implementations. One common challenge is the time and resource constraints faced by organizations, especially in fast-paced industries where employees are often required to juggle multiple responsibilities. Recent studies have emphasized the importance of balancing the need for on-the-job training with operational demands to ensure minimal disruption to workflow while maximizing learning outcomes [13].

The Local Government Service Commission, Taraba State usually ensures that its employees undergo training and development programmes in the form of on-the-job training and off-the-job training but however, it appears the employees are not satisfied with their jobs and also, their morale towards performing their specific duties seems not to be encouraging. In another dimension, studies have been carried out by [14], among others to investigate the impact of on-the-job and off-the-job training on employee's job satisfaction and morale but none has been carried out in Local Government Service Commission Taraba State, Nigeria. This study therefore, investigates if on-the-job and off-the-job training have effect on employee's job satisfaction and morale in Local Government Service Commission, Taraba State, Nigeria.

#### **A. Research Questions**

The following questions are raised in this study.

1. Does on-the-job training has effect on employee's job satisfaction in Local Government Service Commission, Taraba State?

2. Does off-the-job training has effect on employee's morale in Local Government Service Commission, Taraba State?

### **B. Objectives of the Study**

The general objective of this study is to investigate if on-the-job and off-the-job training have effect on employee's job satisfaction and morale in Local Government Service Commission, Taraba State. However, the specific objectives are;

- a. To examine if on-the-job training has effect on employee's job satisfaction in Local Government Service Commission, Taraba State.
- b. To examine if off-the-job training has effect on employee's morale in Local Government Service Commission, Taraba State.

### **C. Research Hypotheses**

The research adopts the null formulated hypotheses as thus;

H01: On-the-job training does not have significant effect on employee's job satisfaction in Local Government Service Commission, Taraba State.

H02: Off-the-job training does not have significant effect on employee's morale in Local Government Service Commission, Taraba State.

### **D. Conceptual Clarifications**

For proper understating of this work, on-the-job training and off-the-job-training are conceptualized.

### **E. On-the-Job Training**

On-the-job training (OJT) refers to a method of skill development where employees learn by actively engaging in tasks and responsibilities within their workplace environment [15]. It is a form of experiential learning that allows individuals to acquire practical knowledge, competencies, and techniques relevant to their job roles. OJT typically involves hands-on experiences, mentorship, and guidance from experienced colleagues or supervisors. This approach is widely utilized across various industries as it offers numerous benefits, including cost-effectiveness, customization to job requirements, and immediate application of learning. Additionally, research conducted by [16] highlights that OJT fosters a supportive learning environment within organizations, promoting collaboration and knowledge sharing among employees. From a managerial perspective, OJT enables employers to tailor training programs to specific job roles and organizational needs, ultimately leading to improved performance and competitiveness in the market [17].

On-the-job training can also be seen as a mechanism for promoting diversity, equity, and inclusion within the workforce. Research by [18] underscores the importance of OJT in facilitating the integration of marginalized or underrepresented groups into the labour market by providing them with practical skills and employment opportunities. By offering on-the-job training programs that cater to individuals from diverse backgrounds, organizations can contribute to reducing socioeconomic disparities and promoting social mobility. Moreover, OJT can serve as a means of addressing systemic barriers to entry in certain industries or professions, thereby fostering a more inclusive and equitable work environment [19]. However, it's essential to recognize potential challenges related to biases and stereotypes that may influence the allocation of training resources and opportunities within organizations, highlighting the need for proactive measures to ensure fairness and equal access to OJT initiatives.

### **F. Off-the-Job Training**

Off-the-job training refers to learning activities or programs that take place away from the employee's usual workplace environment [20]. Off-the-job training methods according to [21] are carried out disjointedly from the work environment. Study materials are provided and learning is more focused than performing, and freedom of expression is

equally available. Conference is one type of off-the-job training method that is considered a traditional and direct method of instruction. Off-the-job training is viewed as an essential component of organizational learning and development strategies, as it offers employees opportunities to acquire new skills and perspectives that can contribute to their professional growth and performance improvement [22]. Moreover, off-the-job training can be particularly beneficial in industries with rapidly evolving technologies or changing market dynamics, where employees need to continuously update their skills to remain competitive [23].

Off-the-job training has been subject to various argumentative scholarly perspectives, with proponents highlighting its effectiveness in providing focused learning experiences and opportunities for skill development outside the constraints of daily work routines [24]. Proponents of off-the-job training argues that it allows employees to immerse themselves fully in learning activities, free from workplace distractions, thereby facilitating deeper understanding and retention of knowledge. In another dimension, stressed that roleplay is a method of off-the-job training which includes discussing problems and ideas in a company environment for debate. Trained employees provide some data on defining the positions, worries, priorities, obligations, feelings, and so on. However, critics of off-the-job training have raised concerns about its potential drawbacks, such as high costs associated with external training providers, time away from work that may disrupt productivity, and challenges in aligning training content with organizational goals and priorities [25]. Despite these debates, off-the-job training remains a widely utilized approach in organizational learning and development efforts, with its effectiveness influenced by factors such as the quality of training content, organizational support, and integration with on-the-job learning experiences.

### **G. Theoretical Framework**

This study adopts the human capital theory as the theoretical framework. Human capital theory as posited by [26] encompasses the skills, knowledge, and expertise embodied within a workforce, which can be enhanced through investments in education, training, and development initiatives. Human Capital Theory states that the knowledge, experience and skills of employees are developed through processes of advanced education, training and development and job changes [27]. Recent empirical studies support this perspective, such as the work of which found a positive association between investments in human capital, including training, and organizational performance in public sector agencies.

The implication and relevance of Human Capital Theory as it applies to this study is that, in the context of the Local Government Service Commission, Taraba State, the application of Human Capital Theory offers a lens through which to perceive on-the-job-training and off-the-job training as strategic measures aimed at uplifting the competencies, capabilities, and performance of employees. Recent empirical studies support this perspective, such as the work of, which found a positive association between investments in human capital, including training, and organizational performance in public sector agencies. By adopting a Human Capital Theory, the study can elucidate how training initiatives within the LGSC Taraba State contribute to the accumulation of human capital among employees, consequently leading to improvements in productivity, service delivery, and overall organizational effectiveness.

Furthermore, Human Capital Theory provides a nuanced understanding of the mechanisms through which investments in training translate into tangible outcomes for both employees and organizations. According to [28], human capital is a form of capital that yields returns in the form of increased productivity and higher earnings. In the context of the LGSC, this implies that on-the-job training and off-the-job training not only yield to skilled and motivated workforce, thereby fostering organizational resilience, adaptability, and competitiveness in the face of evolving challenges and demands but also, enhances

individual employees' job satisfaction and morale for growth and efficiency in Local Government Service Commission. In addition, by leveraging Human Capital Theory, the study can explore how manpower development programmes within the Local Government Service Commission, Taraba State contributes to employee's job satisfaction and increased employee's morale as well as providing valuable insights for enhancing human resource management practices and driving sustainable organizational performance.

## 2. Materials and Methods

The survey research design was adopted in this study to investigate the effect of on-the-job and off-the-job training on employee's job satisfaction and morale in Local Government Service Commission, Taraba State, Nigeria. The adoption of the survey research design was because of its' accuracy and widely acceptance by researchers to sample opinion from respondents and to test hypotheses formulated in a study. The study was carried out in Local Government Service Commission, Taraba State, Nigeria with a staff population of 131. The population was derived thus; Management Staff - 12, Senior Staff - 68 and Junior Staff - 51. The sample size of the study was 131. This is due to the fact that the entire population of the study was deemed appropriate for the study. In addition, the purposive sampling technique was used to select the entire population in each of the levels (ie. Management Staff – 12; Senior Staff – 68; and Junior Staff - 51) in the Local Government Service Commission, Taraba State, Nigeria.

Data were generated in this study through the primary and secondary sources. The primary source consists of questionnaire and interview while the secondary sources consist of information generated from text books and journal articles. The set of closed ended questionnaire was structured in Likert modified four points responds scale of Strongly Agree – 4 points, Agree – 3 points, Disagree – 2 points, and Strongly Disagree – 1 point. The Likert scale offers a structured and quantifiable approach to measure individuals' perceptions and attitudes. It is worth noting that Likert modified four points response scale has been widely employed in various research domains, including organizational psychology and human resource management, due to its versatility and ability to yield precise data. The interview schedule consists of questions that aimed at eliciting information on the effect of on-the-job and off-the-job training on employee's job satisfaction and morale in Local Government Service Commission, Taraba State, Nigeria. The reason for the interview was to validate and supplement the findings of the study.

In this study, the frequency distribution tables were used to present the raw data from the field quantitatively for the purpose of easy and accurate interpretation. The simple percentages (%) was used to present the respond rate of the questions asked and to convert information generated from the field into a more statistical construction so as to produce a concise report, the mean analysis was used to analyze the data generated from the field while the chi-square ( $\chi^2$ ) statistical tool was used to test the hypotheses formulated in the study. The narrative analysis was used to analyze the interview conducted in this study. Narrative analysis is the type of qualitative data analysis that focuses on interpreting the core narratives from a participant in a study. The responses from the participants were coded and categorized in line with the research questions and objectives. In addition, the interpretations of the interview conducted were stated to validate and supplement the findings of the study.

## 3. Results

A total of 131 copies of questionnaire were administered to the respondents and 126 were successfully retrieved. This entails a 96.2% return of the research instrument and was deemed adequate for analyzing the data generated from the field.

**Table 1.** Respondents perception on if on-the-job training has effect on employee's job satisfaction in Local Government Service Commission, Taraba State?

S/N	Items	SA	A	D	SD	Total	Mean	Decision
1.	I have participated in either of the on-the job trainings such as shadowing/mentoring, job rotation, coaching and simulation exercises in LGSC, Taraba State?	29	92	3	2	126	3.2	Accepted
2.	Do you agree that on-the-job training programs have impact to your overall job satisfaction in the LGSC?	41	82	2	1	126	3.3	Accepted
3.	You're satisfied with your job performance due to the on-the-job training acquired in LGSC?	35	86	3	2	126	3.2	Accepted
<b>Cumulative Mean</b>							<b>3.2</b>	<b>Accepted</b>

Field Survey, 2024.

Table 1 shows the respondents perception on if on-the-job training has effect on employee's job satisfaction in Local Government Service Commission, Taraba State. On item 1, out of 126 respondents, (23.0%) strongly agreed that they have participated in either of the on-the-job trainings such as shadowing/mentoring, job rotation, coaching and simulation exercises in LGSC, Taraba State, (73.0%) agreed, (2.4%) disagreed, while (16.1%) strongly disagreed. On item 2, out 126 respondents, (32.5%) strongly agreed that on-the-job training programs have impact to your overall job satisfaction in the LGSC, (65.1%) agreed, (16.1%) disagreed, while (0.8%) strongly disagreed. On item 3, out of 126 respondents, (27.8%) strongly agreed that they are satisfied with your job performance due to the on-the-job training acquired in LGSC, (68.2%) agreed, (2.4%) disagreed while (16.1%) strongly disagreed. In addition, items 1, 2, and 3 indicate the mean score of 3.2, 3.3, and 3.2 respectively and in generality, a cumulative mean score of 3.2 which entails that the respondents responded greatly that on-the-job training has effect on employee's job satisfaction in Local Government Service Commission, Taraba State, Nigeria.

**Table 2.** Respondents perception on if off-the-job training has effect on employee's morale in Local Government Service Commission, Taraba State?

S/N	Items	SA	A	D	SD	Total	Mean	Decision
4.	I have participated on the off-the-job trainings such as conferences, online courses, and industry conventions in LGSC, Taraba State?	21	75	21	9	126	2.8	Accepted
5.	Do you agree that off-the-job training programs offered by the LGSC has influence on employee's morale towards effective job performance?	33	63	20	10	126	2.9	Accepted
6.	Your morale in performing your specific duties is encouraging as a result of the off-the-job training acquired as a staff of LGSC?	27	72	19	8	126	2.9	Accepted
<b>Cumulative Mean</b>							<b>2.9</b>	<b>Accepted</b>

Field Survey, 2024.

Table 2 shows the respondents perception on if off-the-job training has effect on employee's morale in Local Government Service Commission, Taraba State. On item 4, out

of 126 respondents, (16.7%) strongly agreed that they have participated on the off-the-job trainings such as conferences, online courses, and industry conventions in LGSC, Taraba State, (59.5%) agreed, (16.7%) disagreed, while (7.1%) strongly disagreed. On item 5, out of 126 respondents, (26.2%) strongly agreed that off-the-job training programs offered by the LGSC has influence on employee's morale towards effective job performance, (50%) agreed, (15.9%) disagreed, while (7.9%) strongly disagreed. On item 6, out of 126 respondents, (21.4%) strongly agreed that the morale in performing their specific duties is encouraging as a result of the off-the-job training they acquired as a staff of LGSC, (57.1%) agreed, (15.1%) disagreed while (6.3%) strongly disagreed. In addition, items 4, 5, and 6 indicate the mean score of 2.8, 2.8, and 2.9 respectively and in generality, a cumulative mean score of 2.8 which shows that the respondents responded greatly that off-the-job training has effect on employee's morale in Local Government Service Commission, Taraba State, Nigeria.

### Test of Hypothesis One

H01: On-the-job training does not have significant effect on employee's job satisfaction in Local Government Service Commission, Taraba State.

Hi1: On-the-job training has significant effect on employee's job satisfaction in Local Government Service Commission, Taraba State.

The percentage values of the respondent's responses on items 1, 2 and 3 respectively in table 1 was used to test hypothesis one.

**Table 3.** Chi-Square Tests.

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	37.348 <sup>a</sup>	6	.141
Likelihood Ratio	47.555	6	.262
N of Valid Cases	126		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 17.34.

### Result Interpretation

Level of Significance: 0.05

Degrees of Freedom (df): 6

Table Chi-Square ( $\chi^2_{table}$ ): 12.592

Calculated Chi-Square ( $\chi^2_{cal}$ ): 37.348

P-value: < 0.05

Since the calculated value of chi-square (37.348) is greater than the table value of chi-square (12.592), and the P-value is less than 0.05, we reject the null hypothesis (H0) and accept the alternative hypothesis (HI) and conclude that on-the-job training has significant effect on employee's job satisfaction in Local Government Service Commission, Taraba State.

### Test of Hypothesis Two

H02: Off-the-job training does not have significant effect on employee's morale in Local Government Service Commission, Taraba State.

Hi2: Off-the-job training has significant effect on employee's morale in Local Government Service Commission, Taraba State.

The percentage values of the respondent's responses on items 4, 5 and 6 respectively in table 2 was used to test hypothesis two.

**Table 4.** Chi-Square Tests.

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	34.578 <sup>a</sup>	6	.113
Likelihood Ratio	46.461	6	.251
N of Valid Cases	126		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 14.59.

#### **Result Interpretation**

Level of Significance: 0.05

Degrees of Freedom (df): 6

Table Chi-Square ( $\chi^2_{table}$ ): 12.592

Calculated Chi-Square ( $\chi^2_{cal}$ ): 34.578

P-value: < 0.05

Since the calculated value of chi-square (34.578) is greater than the table value of chi-square (12.592), and the P-value is less than 0.05, we reject the null hypothesis (H<sub>0</sub>) and accept the alternative hypothesis (H<sub>1</sub>) and conclude that off-the-job training has significant effect on employee's morale in Local Government Service Commission, Taraba State.

#### **4. Discussion**

Hypothesis one of this study reveals that, on-the-job training has significant effect on employee's job satisfaction in Local Government Service Commission, Taraba State. The finding is in consonance with in their accession that, employees who received comprehensive on-the-job training reported higher levels of job satisfaction compared to those who did not receive such training. On the job training is significant because, it equips employees with the competencies needed to meet job demands and achieve success in their roles. Additionally, the study is in agreement with Belanger (2020) who posits that, employees who perceive that their organization invests in their professional growth through on-the-job training are more likely to feel valued and committed to their jobs, leading to increased job satisfaction levels. The finding relates with an interviewee, Staff Officer, Local Government Service Commission, Taraba State who stressed that;

“the Local Government Service Commission organizes on-the-job training to the employees at times, two times in one year. The employees can now stay in their offices and perform diligently to their assigned functions and also satisfied with their jobs because they can do their jobs well due to the training acquired”.

Hypothesis two in this study reveals that, off-the-job training has significant effect on employee's morale in Local Government Service Commission, Taraba State. The finding is line with in their postulation that, virtual training programs not only provided employees with convenient access to learning resources but also fostered a sense of autonomy and self-directed learning, which positively influenced their morale. The finding is equally in tandem with in their expression that, employees who participated in off-the-job training reported higher levels of motivation, job satisfaction, and morale, as they felt supported by their organization in their career development endeavours. They stressed further that, off-the-job training programs served as a platform for employees to connect with peers, share knowledge, and build relationships, further enhancing their sense of belonging and morale within the workplace. The finding is in consonance with an interviewee, Director of Training Local Government Service Commission, Taraba State who maintained that;

“staff of the Local Government Service Commission undergo off-the-job training. The Commission not only train employees in the commission but also, train employees in the sixteen Local Government Areas in Taraba State. For instance, last year some of the staff were sent to Administration Staff College of Nigeria (ASCON) Badagri Lagos as well as the National Institute for Policy and Strategic Studies, Kuru Jos for training. However, the off-the-job training the employees have acquired so far, has equipped their morale and self-confidence and brought a lot of changes in performing their jobs”.

## 5. Conclusion

From the findings of the study, it is discovered that on-the-job training and off-the-job training have effect on employee’s job satisfaction and morale in Local Government Service Commission, Taraba State, Nigeria. Based on the findings of the study, the study proffered the following recommendations:

1. For the fact that on-the-job training has significant effect on employee’s job satisfaction in Local Government Service Commission, Taraba State, Taraba State government should continue to endeavour that the staff in Local Government Service Commission are subjected for on-the-job training. By so doing, the employees will gain more knowledge and aspirations needed which in turn enhances their job performance at work.
2. Remarkably that off-the-job training has significant effect on employee’s morale in Local Government Service Commission, Taraba State, Taraba State government should as a matter of necessity, ensure that the employees in Local Government Service Commission are sent for regular off-the-job training. In doing so, it will serve as a platform for the employees to share more knowledge and build relationships, further enhancing their sense of belonging and morale within their workplace.

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