

Empowering Employees Through Training and Development: A Study on Performance Enhancement at Paper Manufacturing Company

'Aeisyah Bt Ahmad Khairul¹, Siby James², Nur Izzati Bt Noor Zaimi³, Nur Fatin Alimah Bt Zolkepli⁴, Nur Fatin Bt Jufri⁵, Nur Hanis Zulaiqah Bt Muhammad Shariff⁶, Prem Gupta⁷, Daisy Mui Hung Kee⁸

Universiti Sains Malaysia, Pulau Pinang, Malaysia^{3,4,5,6,8}

Vitrox College, Pulau Pinang, Malaysia¹

IMS Engineering College, Ghaziabad, India^{2,7}

Corresponding Author: izzatizaimi@student.usm.my

ORCID ID: 0009-0002-9386-4125

ARTICLE INFORMATION

Publication information

Research article

HOW TO CITE

'Aeisyah, A. H., James, S., Izzati, N. N. Z., Alimah, N. F. Z., Fatin, N. J., Zulaiqah, N. H. M. S., ..., & Kee, D. M. H. (2024). Empowering employees through training and development: A study on performance enhancement at paper manufacturing company. *Asia Pasific Journal of Management and Education*, 7(2), 169-182.

DOI:

<https://doi.org/10.32535/apjme.v7i2.3276>

Copyright @ 2024 owned by Author(s).
Published by APJME



This is an open-access article.

License: Attribution-Noncommercial-Share Alike (CC BY-NC-SA)

Received: 18 May 2024

Accepted: 19 June 2024

Published: 20 July 2024

ABSTRACT

The paper industry faces constant challenges, requiring a workforce with strong adaptability and technical skills. Nippon Paper Industries Co., Ltd., a frontrunner in paper products, explores how training empowers employees and boosts performance. The objective of this research is to evaluate the effectiveness of training and development programs in enhancing employee performance in Nippon Paper Industries. The study gathered quantitative data through online surveys that were administered to 150 employees selected via stratified random sampling. The findings indicate a strong positive correlation between training and development programs and employee performance. The majority of respondents reported the effectiveness of training programs in enhancing skills, boosting productivity, and reducing turnover. However, the alignment of training needs with organizational strategy was perceived as less effective, with a significant portion of respondents expressing neutral opinions. By implementing structured training programs and evaluating their effectiveness, organizations can enhance employee satisfaction, productivity, and retention.

Keywords: Employee Empowerment; Paper Industry; Performance Enhancement; Skill Development; Training Programs

INTRODUCTION

A person's skills are fundamental determinants of their accomplishments and potential, directly impacting an organization's ability to achieve its objectives (Aryani et al., 2021). Cultivating a highly skilled workforce is imperative for organizational advancement and competitiveness. Proficiency in job management and communication is paramount for operational efficiency and effective collaboration. Employee training and development programs are instrumental in fostering motivation, which subsequently drives productivity and quality of work.

To maximize the impact of training, organizations must invest in comprehensive programs that address both individual and organizational needs. By aligning training initiatives with strategic goals, companies can create a high-performing workforce capable of adapting to evolving challenges and opportunities. Implementing a blended learning approach, incorporating on-the-job training, mentorship, and coaching, can further enhance knowledge transfer and skill development. Regular assessment and evaluation of training programs are essential for measuring return on investment (ROI) and identifying areas for improvement.

Furthermore, organizations should foster a culture of continuous learning by encouraging employees to seek out additional training and development opportunities. This can be achieved through providing access to online learning resources, tuition reimbursement programs, and professional development conferences. By investing in employee growth and development, organizations can build a sustainable competitive advantage and ensure long-term success.

To effectively align training initiatives with organizational goals, a comprehensive needs assessment is crucial. This process involves identifying skill gaps, analyzing performance metrics, and understanding the broader organizational context. By evaluating internal strengths and weaknesses, organizations can prioritize training areas that directly impact performance and productivity. This data-driven approach ensures that training programs are tailored to meet specific employee and organizational needs. Additionally, incorporating employee feedback into the needs assessment process can enhance program relevance and effectiveness. By empowering employees to participate in identifying their training requirements, organizations can foster a sense of ownership and engagement in the learning process.

Training and development constitute an ongoing process aimed at empowering employees to reach their full potential and optimize organizational performance. This involves imparting the necessary knowledge and skills to execute specific tasks efficiently (Koval, 2015). While short-term improvements are often the initial focus, the true value of training lies in its capacity to cultivate long-term growth and adaptability. By investing in employee development, organizations can create a culture of continuous learning and innovation. This fosters a workforce equipped to navigate challenges, seize opportunities, and drive organizational success. Effective training programs should align with business objectives, address specific performance gaps, and incorporate a variety of learning modalities to cater to diverse employee needs. Ultimately, training and development serve as strategic tools for building a competitive advantage and ensuring the organization's long-term sustainability.

Employee development is a strategic investment in human capital that drives organizational growth and success. By enhancing current competencies and cultivating new skills, organizations can achieve their objectives, boost productivity, and foster a competitive advantage (Khan et al., 2011). This process involves equipping employees with the knowledge and abilities to excel in their roles, preparing them for advancement

within the company, and ultimately contributing to organizational success (Rodriguez & Walters, 2017).

Development initiatives encompass a range of strategies, including task rotations, coaching, mentoring, and workshops. These experiences broaden employees' perspectives, enhance problem-solving skills, and foster a culture of continuous learning. To maximize the ROI in employee development, organizations must adopt a strategic and data-driven approach. By identifying skill gaps, setting clear learning objectives, and measuring the impact of training programs, companies can ensure that development initiatives are aligned with business goals and deliver tangible results. Furthermore, organizations should prioritize the creation of development opportunities that challenge employees to step outside of their comfort zones and take on new responsibilities. This can be achieved through stretch assignments, leadership development programs, and cross-functional projects.

The importance of training and development among employees is that organizations can address any weakness among workers. An organization administrator who thoroughly examines his staff is probably going to discover that two or more of them are weak in a certain talent (Ganesh & Indradevi, 2015). Employees might be given the chance to learn the necessary skills through a training program. In the exact same way, a development program broadens each employee's area of expertise. Next, it is also important as training and development can boost the performance of employees (Jehanzeb & Bashir, 2013). Employee productivity can potentially be increased more easily when they periodically undergo training, as they become more proficient in their roles and better equipped to handle new challenges (Agrawal, 2013). Furthermore, training and development can enhance employee engagement, leading to higher job satisfaction and reduced turnover rates (Mampuru et al., 2024). By providing opportunities for growth and learning, organizations can foster a positive and supportive work environment, which is essential for attracting and retaining top talent. Additionally, training and development can help in reducing the need for constant supervision, as employees become more autonomous and capable of managing their tasks effectively (Amoah-Mensah & Darkwa, 2016).

Employee performance may be influenced by work culture through training and development. Work culture, specifically the training and development of employee work culture, has the biggest impact on job satisfaction, according to the research on job satisfaction's role in mediating the influence of workload and work culture on employee performance at the Community Health Centre at Klungkung (Trisnayani et al., 2024). A more positive workplace culture will lead to increased job satisfaction. The quality of work life can also be gained from training and development. The research on the quality of work life at Airport Management Unit Merauke shows that the lack of employee skills to meet the work demands is affecting the quality of work life (Noer & Kuntag, 2024).

Moreover, fostering a positive work culture through continuous training and development programs not only enhances job satisfaction but also drives overall organizational performance. This is because employees who feel supported in their professional growth are more likely to be engaged, motivated, and committed to their roles. For instance, effective training programs can bridge skill gaps, enabling employees to perform their tasks more efficiently and with greater confidence. This, in turn, can lead to improved productivity and higher quality of work output. Furthermore, a strong work culture that prioritizes employee development can also contribute to better employee retention rates. When employees perceive that their organization is invested in their growth and well-being, they are more likely to remain loyal and reduce turnover rates. This sense of stability can foster a more cohesive and collaborative work environment, which is crucial for achieving long-term organizational goals.

The objective of this research is to evaluate the impact of training and development programs on employee performance and job satisfaction within Nippon Paper Industries Co., Ltd. The study aims to identify the specific elements of these programs that contribute most significantly to employee productivity, technological adaptability, reduced turnover, and overall job satisfaction at Nippon Paper Industries. By assessing respondents' feedback on various aspects of training and development, the research seeks to determine the effectiveness of formal training methods, the responsiveness of instructors, the role of training in fostering positive attitudes and personal development, and the long-term benefits associated with such programs within the company. Furthermore, the study aims to uncover areas where training programs at Nippon Paper Industries can be improved, particularly in aligning training needs with organizational strategy, to enhance their practical, beneficial, and feasible applications.

LITERATURE REVIEW

The Essence of Training Development Quality on Employee Performance

Ampomah (2016) investigates how Pentecost University College in Ghana's staff performance is affected by training and development initiatives. The study emphasizes how important it is to provide employees with high-quality training and development to improve their performance, abilities, and knowledge. The study obtained data from different management levels by applying a basic random sampling technique, which resulted in a high response rate. The results show that workers are highly motivated and produce better work when they are aware of the training goals and selection criteria. The study comes to the conclusion that in order to sustain good performance and keep up with technological advancements in the workplace, systematic and mandatory training and development programs are necessary. It suggests that in order to maintain employee development and organizational performance, continuous training programs and comprehensive assessments of their efficacy be implemented. This research emphasizes how important human resources procedures are to supporting staff development and accomplishing organizational objectives.

Karim et al. (2019) explore the critical role of training and development in enhancing employee performance. The authors argue that ongoing employee training is crucial for preserving a competitive edge in the face of intense global competition and quick technology advancements. Their research establishes a positive correlation between well-structured training programs and improved employee performance metrics such as efficiency and productivity. To react to shifting market dynamics and technological advancements, the paper advocates for a strategic approach to training that aligns with organizational goals and emphasizes the need for ongoing development programs. According to the study's findings, efficient training and development programs increase employee performance while also raising job satisfaction and productivity levels inside the company.

Mrunali and Pathak (2021) examine how important training and development are to improving worker performance. The study, which was carried out at JK Paper Ltd., uses a descriptive analysis methodology and primary data that was gathered from 100 employees using a random sample procedure. The results highlight how staff performance is greatly impacted by efficient training and development, which also lowers employee attrition and boosts output and profits for the company. The study underscores the need for continuous training to manage changing corporate conditions, as well as the need for regular wage adjustments and pinpointing specific training requirements. The study's overall conclusion is that an effective training and development program is essential to both organizational success and employee satisfaction. To maintain high-

performance levels, it suggests ongoing improvements and the required adoption of training initiatives.

The Contribution of Training and Development in Organizational Growth

Arulsamy et al. (2023) offer a thorough analysis of the vital role that staff development and training play in improving organizational success. Their research shows that structured training and development programs play a critical role in providing workers with the skills and information they need, which in turn greatly enhances job satisfaction and performance. According to the authors, these programs are crucial parts of a strategic approach to human resource management that boosts organizational effectiveness and productivity rather than being merely add-ons. Crucially, the study emphasizes how these programs must be regularly modified and matched with organizational objectives in order to optimize their efficacy and applicability in quickly evolving business settings. By ensuring that training and development programs are proactive in preparing staff for upcoming problems as well as responsive to current skills shortfalls, this alignment supports long-term corporate growth and competitive advantage.

Mfugale (2022) highlights the importance of training and development for improving employee performance and the need for businesses to constantly modify their training initiatives to keep up with evolving global and technological trends. This analysis highlights the ongoing discrepancy between worker performance and organizational goals, attributing it to program designers' difficulties in successfully connecting training to these more general aims. This study offers a framework that makes it possible for program designers to more successfully incorporate training into the strategic goals of the company, turning them into entities of knowledge creation, through the use of content analysis and hermeneutic viewpoints. This strategy is suggested to be especially effective in dynamic corporate settings where an organization's success can be greatly impacted by its capacity to quickly react through creative and customized training initiatives. Mfugale's (2022) review is in line with the more general body of scholarly work that considers training and development to be essential to organizational learning, creativity, and competitive advantage. This synthesis suggests that training programs should support long-term organizational growth and adaptation in addition to addressing current skill shortfalls. This would improve businesses' strategic ability to effectively respond to external changes.

Sung and Choi (2014) analyze the impact of training and development investments on learning and innovation in organizations. This study separates these investments into two categories: corporate training expenditure and financial support for external education. Corporate training often consists of firm-specific programs designed to meet immediate organizational demands, whereas financial support for education encourages employees to pursue broader self-development goals. Sung and Choi (2014) emphasize that training creates a learning culture by motivating employees to engage in ongoing self-improvement and knowledge exchange. According to the findings of this study, training programs and external educational opportunities encourage employees to engage in self-directed learning, which improves their ability to solve problems and produce creative solutions. Meanwhile, interpersonal learning includes sharing knowledge among employees through mentoring, coaching, and task rotations. These techniques assist in the transfer of implicit information, which is essential for collaborative efforts to innovate. The study also identified organizational atmosphere as a moderating factor influencing the strength of the connection between learning methods and innovative performance. An innovative climate that encourages risk-taking and experimenting boosts the favorable benefits of learning activities on innovation. This study contributes to the literature by describing the mechanisms by which training investments lead to innovative performance, providing useful insights for both scholars

and practitioners in the fields of organizational behavior and human resource management.

The Correlation Between Training and Development with Leadership Growth

Abbas and Yaqoob (2009) demonstrated a direct and favorable connection between leadership development programs and employee performance. Leadership development involves a wide range of initiatives aimed at developing the skills and effectiveness of leaders at all organizational levels. Abbas and Yaqoob (2009) identified five critical components in leadership development: coaching, training and development, empowerment, involvement, and delegation. According to their research, these elements have a 50% aggregate influence on employee performance, with the remaining 50% attributable to other variables like attitude, dedication, motivation, and organizational trust. Training and development are essential for leadership development because they provide individuals with the technical and non-technical skills required to perform their job duties effectively. The study found that training and development have the greatest influence on any leadership development component emphasizing the need for continuous learning and skill enhancement in increasing employee performance. Training and development help organizations succeed and grow. As a result, organizations must invest in strong leadership development programs in order to maximize their workforce's potential and create long-term competitive advantage.

RESEARCH METHOD

Providing an organized strategy for examining a study question or hypothesis is the aim of research methodology. It contributes to ensuring the reliability, validity, and accuracy of the study's findings. The methods for gathering and analyzing data that were employed in the study are covered and explained under research methodology. The methodology chapter, which is an essential component of any thesis, dissertation, or research paper, describes what the researchers did and how they did it so that readers can assess the validity and dependability of our research and the topic of our dissertation (McCombes & George, 2022; Patel & Patel, 2019; Raheja, 2015).

Sample and Procedure

Each researcher employed a unique approach to data collection for the research. Researchers can utilize both primary and secondary data in their investigations. This study included both primary and secondary data. For the primary data, the researchers conducted an online survey by using a Google Forms questionnaire to gather information pertaining to empowering employees' performance at Nippon Paper Industries Co., Ltd. through training and development. This research project's target respondents were Nippon Paper Industries Co., Ltd. employees. Through this survey, this study received 179 responses from an online survey after distributing it over WhatsApp and other social media platforms. Secondary data sources used to support this study include journals, articles, and the internet.

Measurement

In the Google Forms questionnaire, the background of the respondents was asked as well as the experience and analysis of the training and development program of Nippon Paper Industries Co., Ltd. This structured method allowed us to collect detailed insights from employees in a systematic manner. The questionnaire has been split into two primary sections. Section A focused on demographic data, whereas Section B focused on respondents' experiences and analysis of the company's training and development programs.

Section A was designed to collect essential background information about the respondents. The respondents' information was gathered via single-statement options for straightforward data collection, which included their gender, age, marital status, level of education, and annual income as Nippon Paper Industries Co., Ltd. employees. This part was critical for contextualizing the data from section B and examining potential relationships between demographic data and views of training and development programs.

Section B focuses on the experience and analysis of Nippon Paper Industries Co., Ltd.'s training and development program. The researchers applied the same method as in the previous section, using a multiple-choice question format. The researchers created six multiple-choice questions, the majority of the questions related to Nippon Paper Industries Co., Ltd.'s training and development programs. The researchers also inquired about the employee's years of work experience with the company. The combination of these questions enabled us to gain an extensive and complex insight into employees' perceptions of Nippon Paper Industries Co., Ltd.'s training and development programs. The second section intended to identify strengths and areas for improvement in the company's training activities, giving useful insights for future training programs.

RESULTS

Data Analysis

Respondents' Demographic Details

An employee's demographic profile can be determined by looking at the profiles of its personnel. In light of the fact that the study would not be impartially conducted without these data, an attempt was made.

Table 1. Demographic Profile

Demographic Variable		Frequency	Percentage
Gender	Male	114	63.7
	Female	65	36.3
Age	21-30	63	35.2
	31-40	59	32.9
	41-50	6	3.4
	Above 50	51	28.5
Marital Status	Married	117	65.4
	Unmarried	62	34.6
Level of Education	Bachelor's degree	119	66.5
	Masters	51	28.5
	PhD	8	4.5
	Pre-university	1	0.5
Annual Income	15,000-30,000	56	31.3
	30,000-45,000	59	32.9
	Above 45,000	56	31.3
	Below 15,000	8	4.5

The respondents' demographic data is shown in Table 1. This table serves as the foundation for the creation of graphs that help visualize the results. The study indicates that males make up the majority of workers in an organization (63.7%), with females making up the minority (36.3%). This is because men are physically more active than women and Nippon Paper Industries Co., Ltd. is a manufacturing company. Based on Table 1, it can be inferred that the majority of employees in these organizations are young, with 35.2% and 32.9% of them falling into under 21-30 and 31-40 age groups, respectively. Because they are truthful and passionate about their work, youthful

employees are advantageous to the company. Additionally, they generate the most creative ideas that could aid in the expansion and competitive advantage of the company. Bachelor's degrees held by 66.5% of the workforce attest to the employees' high level of education and experience. Regarding marriage status, the percentage of married employees is 65.4%. Because different levels of employees operate at different levels within the organization, salaries also vary based on the position. However, the bulk of those surveyed make between RM30,000 and RM45,000.

Experience and Analysis of Training and Development Program of Nippon Paper Industries Co Ltd.

Table 2. Years of Employees' Work at Nippon Paper Industries Co., Ltd.

Response	Frequency	Percentage
Less than 10 years	61	34.1
10-15 years	61	34.1
15-20 years	57	31.8
More than 20 years	0	0
Total	179	100

Table 2 indicates that 34.1% of the workforce has been with the company for less than ten years. It indicates that they are relatively new to the company and have a great need for training. For 31.8% of workers that have been with the company for fifteen to twenty years, demonstrating employee retention and loyalty.

Table 3. The Organization Offers Employee Training Programs or Not

Response	Frequency	Percentage
Yes	179	100
No	0	0
Total	179	100

Table 3 provides evidence that the organization holds training sessions. Since 100% of those surveyed concur with the aforementioned assertion. Consequently, improving performance benefits both workers and companies.

Table 4. The Organizer of Employee Training Programs

Response	Frequency	Percentage
Internal	14	7.8
External	161	86.9
Both	4	2.2
Total	179	100

Given that 86.9% of respondents selected "external," Table 4 indicates that training is typically provided by external sources in the organization. The necessity for training will determine who will conduct the training.

Table 5. Training Programs Frequency

Response	Frequency	Percentage
Every month	55	30.7
Every quarter	62	34.6
Half-yearly	58	32.4
Once in a year	4	2.2
Total	179	100

It is confirmed in Table 5 that the organization holds training sessions on a quarterly basis. The responses are inconsistent overall. Thus, it is safe to conclude that the organization holds training sessions whenever it is determined that they are required.

Table 6. Training Method that the Employees Have Experienced

Response	Frequency	Percentage
On the job	176	98.3
Off the job	0	0
Both	3	1.7
Total	183	100

Based on Table 6, 98.3% of respondents agree that the company uses both on-the-job methods. The goal of the training, the number of employees doing the training, and other factors all play a role in selecting a training approach.

Table 7. Analysis of the Training and Development Program of Nippon Paper Industries Co., Ltd.

Statement		Response		
		Agree	Neutral	Disagree
1.	Based on the organization's strategy, the identified training needs are practical, beneficial, and feasible.	69 (38.6%)	109 (60.8%)	1 (0.6%)
2.	Formal training programs are available to teach new hires the skills they need.	177 (98.8%)	1 (0.6%)	1 (0.6%)
3.	To evaluate the effectiveness of training, formal methods for evaluation are available.	176 (98.3%)	2 (1.1%)	1 (0.6%)
4.	The program for training and development has a solid plan.	176 (98.3%)	2 (1.1%)	1 (0.6%)
5.	The training we receive enables us to adapt to changing technological environments and carry out our jobs.	176 (98.3%)	1 (0.6%)	2 (1.1%)
6.	The instructor responded to the trainee's doubt.	176 (98.3%)	2 (1.1%)	1 (0.6%)
7.	Training and development program raises employee performance levels in the organization.	177 (98.8%)	1 (0.6%)	1 (0.6%)
8.	Higher productivity and financial return for the company are the results of training and	177 (98.8%)	1 (0.6%)	1 (0.6%)
9.	Training and development helped reduce employee turnover in our organization.	126 (70.4%)	52 (29%)	1 (0.6%)
10.	Long-term benefits of training and development programs.	126 (70.4%)	53 (29.6%)	0 (0%)
11.	Salary increases after training.	175 (97.8%)	2 (1.1%)	2 (1.1%)
12.	Training facilitates a clear understanding of the work.	178 (99.4%)	0 (0%)	1 (0.6%)
13.	Programs for training and development are beneficial for personal development.	176 (98.3%)	2 (1.1%)	1 (0.6%)
14.	Programs for training and development help us establish positive attitudes toward our jobs and motivate us to work hard.	178 (99.4%)	0 (0%)	1 (0.6%)

Table 7 makes it quite evident that major results will undoubtedly be obtained if training and development programs are conducted in the company in an efficient manner. The accompanying table allows us to evaluate which of the respondents' responses to these questions were the most positive. The majority of respondents agreed with the following statements: There is a formal training program to teach new hires the skills they need; To evaluate the effectiveness of training, formal methods for evaluation are available; The program for training and development has a solid plan; The training we received enables us to adapt to changing technological environments and carry out our jobs; Instructor responded to the trainee's doubt; Training and development raises employee performance levels in the organization; Higher productivity and financial return for the company are the results of training and development, Training and development helped reduce employee turnover in our organization; Long-term benefits of training and development programs; Salary increases after training; Training facilitates a clear understanding of the work; Programs for training and development are beneficial for personal development; Programs for training and development help us establish positive attitudes towards our jobs and motivate us to work hard. These statements got a higher percentage. The percentages for these claims are 98.8%, 98.3%, 98.3%, 98.3%, 98.3%, 98.8%, 98.8%, 70.4%, 70.4%, 97.8%, 99.4%, 98.3% and 99.4% respectively. These results, which show training and development have impact on job satisfaction, are in line with Sharma et al.'s (2023) findings. However, as the above table illustrates, the statement such as "Based on the organization's strategy, the identified training needs are practical, beneficial, and feasible." got only 38.6% of the respondents agree, and the majority (60.8%) of the responses neutral with this statement. Training also helps us to deal with the constantly changing technology required to perform our jobs.

DISCUSSION

To optimize training and development, organizations must closely monitor performance metrics and employee feedback. Analyzing staff performance data alongside employee insights can reveal critical areas for improvement. The previous studies underscore the importance of continuous feedback and performance tracking for organizational success (Atta-Quartey, 2015; Brown, 2021). By aligning training initiatives with performance data, organizations can enhance their effectiveness and drive positive outcomes. To fully realize the potential of training and development, organizations must adopt a strategic approach. This involves identifying specific training needs based on performance gaps and aligning training objectives with broader organizational goals. By investing in comprehensive training programs that address both individual and organizational needs, companies can cultivate a skilled and engaged workforce capable of driving innovation and growth.

To maximize the effectiveness of training and development initiatives, organizations must offer a diverse range of learning modalities. This includes lectures, on-the-job training, group discussions, videos, and simulations to accommodate various learning styles. By tailoring training programs to meet the needs of different learners, organizations can enhance knowledge retention and skill acquisition. This approach aligns with research highlighting the positive impact of well-structured training programs on employee performance and organizational outcomes (Salas et al., 2012). Furthermore, incorporating opportunities for practice and application is crucial. Providing employees with hands-on experience to reinforce learning is essential. Additionally, offering opportunities for peer-to-peer learning and mentoring can foster a collaborative learning environment. By creating a holistic training experience that combines theoretical knowledge with practical application, organizations can equip employees with the skills and confidence to excel in their roles.

From this study, it was found that Nippon Paper Industries Co., Ltd. provides comprehensive training programs for their employees, which correlate strongly with improved employee performance. The research results indicate that formal training programs, effective evaluation methods, and well-structured development plans significantly enhance employee capabilities and adaptability to technological changes. This leads to higher productivity and financial returns for the company, as well as increased job satisfaction and positive attitudes towards work. Additionally, training programs have been shown to reduce employee turnover, as evidenced by a significant percentage of respondents acknowledging the long-term benefits of training and development. Therefore, the investment in training programs at Nippon Paper Industries Co., Ltd. is clearly linked to better performance, satisfaction, and retention of their workforce. The research by Karim et al. (2019) found that employees benefit from training and development programs as they learn new skills and knowledge that can immediately improve their performance in their existing jobs. According to Hosen et al. (2024), specific skills learned during training can directly impact overall job performance as evidenced by improvements in work quality, punctuality, initiative, and capability and productivity due to their ability to improve employees' capacities to accomplish tasks efficiently, communicate effectively, solve issues, collaborate with others, and adapt to changing conditions.

However, the study also highlights a critical gap: the misalignment between training needs and organizational strategy. Investing in training and development programs that are specific to workers' responsibilities and needs is critical for encouraging ongoing growth and progress within the organization. According to studies by Aguinis & Kraiger (2009) and Nafiessa et al. (2020), effective training programs are directly linked to increased employee performance and organizational productivity. To maximize the ROI in training, organizations must prioritize a strategic approach that identifies specific performance gaps, aligns training objectives with business goals, and continuously evaluates program effectiveness. By fostering a culture of continuous learning and development, companies can build a high-performing workforce capable of adapting to evolving challenges and opportunities.

The frequency of training programs at Nippon Paper Industries Co., Ltd. aligns with recommended practices. Quarterly training sessions, as suggested by Panagiotakopoulos (2020) and Hanaysha (2016), provide an effective cadence for knowledge updates and skill enhancement. These sessions serve as valuable platforms for reinforcing key concepts, introducing procedural changes, and addressing performance gaps. This regular training rhythm contributes to a culture of continuous learning and development, ultimately enhancing employee engagement and productivity.

CONCLUSION

The findings underscore the pivotal role of training and development in enhancing employee performance. Employees overwhelmingly expressed satisfaction with the effectiveness of training programs in enhancing skills, boosting productivity, and reducing turnover. These results align with previous research highlighting the positive correlation between training and employee outcomes (Khan et al., 2011). However, the study also identified a critical gap in the alignment of training needs with organizational strategy. Addressing this misalignment is crucial for optimizing the ROI in training and development initiatives.

To maximize the impact of training programs, organizations should implement a strategic approach that includes conducting regular needs assessments, setting clear learning objectives, and utilizing a variety of training methodologies to cater to diverse learning

styles. Additionally, providing opportunities for on-the-job training, mentorship, and coaching can enhance knowledge transfer and skill development. By fostering a culture of continuous learning and development, organizations can create a high-performing workforce capable of adapting to evolving business challenges and seizing emerging opportunities.

Furthermore, the reduction in employee turnover and absenteeism following training implementation underscores the positive impact on job satisfaction and retention rates. A structured approach, encompassing regular assessments and wage adjustments, supports both new and existing employees in excelling in their roles. To maximize the benefits of training, organizations should consider implementing a blended learning approach, combining classroom instruction, e-learning, and on-the-job training. Additionally, fostering a culture of continuous learning through mentorship, coaching, and knowledge sharing can further enhance employee development. By aligning training initiatives with organizational goals and measuring their impact through key performance indicators, organizations can demonstrate ROI in human capital and build a high-performing workforce.

The research also underscores the importance of continuous improvement and innovation in training programs. By regularly updating and refining these programs, Nippon Paper Industries Co., Ltd. can address emerging training needs and adapt to changing organizational requirements. This proactive approach not only enhances individual performance but also supports the company's strategic goals and overall competitiveness in the market.

In conclusion, the study offers strong proof that employee performance goals and organizational success depend on training and development. The dedication of Nippon Paper Industries Co., Ltd. to these initiatives serves as a great model for other businesses aiming to develop their employees and accomplish long-term success.

ACKNOWLEDGEMENT

The authors gratefully acknowledge the contributions of informants, colleagues, and all individuals who supported this research through their insights and engagement. Their involvement greatly enriched the quality and depth of this study.

DECLARATION OF CONFLICTING INTERESTS

The authors declare that there is no conflict of interest regarding the publication of this paper.

REFERENCES

- Abbas, Q., & Yaqoob, S. (2009). Effect of leadership development on employee performance in Pakistan. *Pakistan Economic and Social Review*, 47(2), 269-292.
- Agrawal, A. (2013). Employee development and its affect on their performance. *International Journal of Marketing, Financial Services and Management Research*, 2(4), 99-104.
- Aguinis, H., & Kraiger, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, 60(1), 451-474.
- Amoah-Mensah, A., & Darkwa, P. (2016). Training and development process and employees' performance in the "Chop Bar" industry. *Journal of Research and Development*, 3(1), 34-57.
- Ampomah, P. (2016). The effect of training and development on employee performance in a private tertiary institution in Ghana. Case Study: Pentecost University College (PUC)-Ghana). *Asian Journal of Social Sciences and Management Studies*, 3(1), 29-33.

- Arulsamy, A. S., Singh, I., Kumar, S., Panchal, J. J., & Bajaj, K. K. (2023). Employee training and development enhancing employee performance - A study. *Samdarshi*, 16(3), 406-416.
- Aryani, N. K. Y., Sapta, I. K. S., & Sujana, I. W. (2021). The Influence of organizational culture and competence on employee performance mediated by organizational commitments in the procurement of goods and services secretariat regency of Karangasem. *Asia Pacific Journal of Management and Education*, 4(3), 76-86. <https://doi.org/10.32535/apjme.v4i3.1270>
- Atta-Quartey, J. E. (2015). An evaluation of the Annual performance appraisal system at the university of Cape Coast. *Open Journal of Social Sciences*, 3(7), 247-260. <https://doi.org/10.4236/jss.2015.37037>
- Brown, S. (2021, April 21). *Machine learning, explained*. MIT Management Sloan School. <https://mitsloan.mit.edu/ideas-made-to-matter/machine-learning-explained>
- Ganesh, M., & Indradevi, R. (2015). Importance and effectiveness of training and development. *Mediterranean Journal of Social Sciences*, 6(1), 334-338. <https://doi.org/10.5901/mjss.2015.v6n1p334>
- Hanaysha, J. (2016). Testing the effects of employee empowerment, teamwork, and employee training on employee productivity in higher education sector. *International Journal of Learning and Development*, 6(1), 164-178. <http://dx.doi.org/10.5296/ijld.v6i1.9200>
- Hosen, S., Hamzah, S. R. A., Ismail, I. A., Alias, S. N., Abd Aziz, M. F., & Rahman, M. M. (2024). Training & development, career development, and organizational commitment as the predictor of work performance. *Heliyon*, 10(1). <https://doi.org/10.1016/j.heliyon.2023.e23903>
- Jehanzeb, K., & Bashir, N. A. (2013). Training and development program and its benefits to employee and organization: A conceptual study. *European Journal of Business and Management*, 5(2), 243-252.
- Karim, M. M., Choudhury, M. M., & Latif, W. B. (2019). The impact of training and development on employees' performance: an analysis of quantitative data. *Noble International Journal of Business and Management Research*, 3(2), 25-33.
- Khan, R. A. G., Khan, F. A., & Khan, M. A. (2011). Impact of training and development on organizational performance. *Global Journal of Management and Business Research*, 11(7), 63-68.
- Koval, S. (2015). *Employee training and development* [Undergraduate thesis, University College Prague]. IS UCP. <https://is.ucp.cz/th/u9zm0/>
- Mampuru, M. P., Mokoena, B. A., & Isabirye, A. K. (2024). Training and development impact on job satisfaction, loyalty and retention among academics. *SA Journal of Human Resource Management*, 22, 2420. <http://dx.doi.org/10.4102/sajhrm.v22i0.2420>
- McCombes, S., & George, T. (2022, August 25). *What is a Research Methodology? | Steps & Tips*. Scribbr. <http://www.scribbr.com/dissertation/methodology/>
- Mfugale, C. (2022). Linking training programs to employee performance: A theoretical review. *International Research Journal of Advanced Engineering and Science*, 7(3), 256-261.
- Mrunali, T., & Pathak, A. (2021). A study on the effectiveness of training and development on employee's performance at JK Paper Ltd. *International Journal of Creative Research Thoughts*, 9(5), 110-125.
- Nafiessa, N. F., Kee, D. M. H., Lim, F. S., Basyeerah, B., Verma, A., Alajmi, H., ... & Quttainah, M. A. (2020). Careers hunters Kuwait: Development of training as a new business idea. *Advances in Global Economics and Business Journal*, 1(1), 39-49.
- Noer, E., & Kuntag, J. R. (2024). Quality of work life at Airport Management Unit (UPBU) Merauke. *Asia Pacific Journal of Management and Education*, 7(1), 15-30. <https://doi.org/10.32535/apjme.v7i1.2928>

- Panagiotakopoulos, A. (2020). Exploring the link between management training and organizational performance in the small business context. *Journal of Workplace Learning*, 32(4), 245-257. <https://doi.org/10.1108/JWL-10-2019-0121>
- Patel, M., & Patel, N. (2019). Exploring research methodology: Review Article. *International Journal of Research and Review*, 6(3), 48-55.
- Raheja, K. (2015). Methods of training and development. *Innovative Journal of Business and Management*, 4(2), 35-41. <http://dx.doi.org/10.15520/ijbm.vol4.iss2.17.pp35-41>
- Rodriguez, J., & Walters, K. (2017). The importance of training and development in employee performance and evaluation. *World Wide Journal of Multidisciplinary Research and Development*, 3(10), 206-212.
- Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The science of training and development in organizations: What matters in practice. *Psychological Science in the Public Interest*, 13(2), 74-101. <https://doi.org/10.1177/1529100612436661>
- Sharma, A., Raj, R., & Kumar, M. (2023). Impact of training and development on employee job satisfaction in IT sector in India. *Journal of Informatics Education and Research*, 3(2), 875-886.
- Sung, S. Y., & Choi, J. N. (2014). Do organizations spend wisely on employees? Effects of training and development investments on learning and innovation in organizations. *Journal of Organizational Behavior*, 35(3), 393-412. <https://doi.org/10.1002/job.1897>
- Trisnayani, K., Gunadi, I. G. N. B., Landra, N., & Putra, I. G. C. (2024). The role of job satisfaction in mediation influence of workload and work culture on employee performance at UPTD Puskesmas Banjarangkan I Klungkung. *Asia Pacific Journal of Management and Education*, 7(1), 1-14. <https://doi.org/10.32535/apjme.v7i1.2536>