

Impact of Training and Development on Employee Job Satisfaction in It Sector in India

Anupama Sharma¹, Dr. Rahul Raj² and Dr. Manish Kumar³

¹Research Scholar, Department of Management Studies, Graphic Era Deemed to be University, Dehradun

²Associate Professor, School of Management, Graphic Era Hill University, Dehradun

³Professor, Department of Management, Graphic Era Hill University, Haldwani Campus

Abstract

The purpose of this study is to investigate the connection between IT training and development programmes and job satisfaction in India. The study uses a mixed-methods strategy, collecting primary data through interviews and surveys of IT experts in addition to reviewing the existing literature. The results point to a favourable relationship between training and development programmes and job satisfaction, underscoring the need of a dedicated training and development infrastructure in creating a content and driven workforce in India's IT sector. The dynamic nature of the modern environment presents businesses with a wide range of issues. Keeping staff happy and engaged is a constant struggle for every business that wants to thrive and survive. Only high-quality training can boost employees' levels of happiness, motivation, productivity, and dedication to their jobs. Training's effects on employees' happiness at work, dedication to their jobs, and productivity were evaluated. The research is strictly quantitative in nature. The study's data came from a carefully designed survey questionnaire. The questions are recycled from an established poll.

Keywords: Job Satisfaction, Employee, Training, Development, Work Performance IT Sector, Impact, India

1. INTRODUCTION

Human capital and knowledge management both are successful only when training and development is effective in the organization. The Information Technology (IT) firms recognise that their people are their greatest asset in the face of a fiercely competitive global business environment. Companies spend a lot of money on training and development programmes for their staff on the basis of this principle, with the goal of influencing their employees' outlook and enhancing their knowledge, technical abilities, and behavioural pattern. (Meister & Willyer, 2021).

The majority of IT firms maintain the view that investing in their employees' professional development will pay dividends in the form of higher productivity and greater value for stockholders. As a result, IT firms shell out trillions of rupees annually on training and development initiatives for their staff (Ibrahim et al. 2017). The expenses incurred are for training, which includes both formally structured courses and more ad hoc, experiential learning opportunities. With such a large outlay of capital, IT firms are naturally concerned about the returns on their human resource investments, the nature of those returns, and any associated opportunity costs.

Many IT firms have opened their own training facilities as they realise the importance of investing in their employees' professional growth. Companies in the information technology sector are increasingly placing a premium on both technical and managerial education (Greer 2021). Three to five percent of IT firms' annual income is set aside for training programmes. India is likely to be one of the greatest contributors in the next years, spending \$216 million on IT training in the last year alone. This represents 21 percent of

the entire spending on IT training in the area. According to a NASSCOM study, 60 percent of the demand for IT workers in the Asia-Pacific region comes from India.

1.1. IT sector in India

Finding it difficult to keep top IT talent has been cited as a problem by managers in China, India, and Japan. India's information technology industry is a major draw for companies around the world. The growth of India's information technology sector has resulted in an influx of skilled workers, a thriving culture of fast career advancement, and a rising trend towards mobility. With voluntary and involuntary employee turnover on the rise, businesses are left wondering how to hold on to their top performers. Knowledge workers are the backbone of the modern workforce, and they tend to be highly educated, market savvy, materialistic, and open to new opportunities. Information technology (IT) is the creation, construction, implementation, and management of an information system based on computers, primarily software and hardware. Many areas of computing and technology are currently covered. Industries falling under the category of "information technology enabled services" offer a wide variety of services to various geographic and professional markets via telecom or data networks. Client facilities, online content improvement, back office organisation, and network consultancy are all examples of occupational procedure that can be outsourced (Sankar et al. 2021).

What it costs to replace an employee and what it saves you in the long run are all factors to consider when weighing the pros and cons of retention. Projects and social and communication prototypes can be disrupted among 'stayers' if there is a high planned yield rate. While weighing the costs and advantages of employee turnover is important, there is another facet to this issue that must be taken into account. Changes to human resources systems, such as raising pay, reorganising jobs, or altering selection processes to find workers less likely to quit, can have significant unintended financial implications. The best turnover rate can be determined by weighing these retention costs against the total cost of turnover.

1.2. Job satisfaction

The way an individual sees their employment, or the frame of mind in which they approach their work, is a major contributor to how happy they are in that role. The quality of an employee's relationship with their supervisor, the nature of the work environment, the employee's level of competence, and a host of other factors can all have an impact on productivity. Positivity about one's job leads to happiness on the job, while pessimism has the opposite effect. An optimistic worker is a productive worker. If one enjoys their job, they will never be unhappy. Since most people's waking hours are spent at work, contentment with one's employment is crucial. If workers' working conditions improve, output will increase quantitatively and qualitatively. It's crucial to keep in mind that there's no guarantee of a consistent connection between productivity and contentment in the workplace (Jalagat 2016).

1.3. Significance of Study

Due to its unique cyclical nature, the IT industry has embraced the modern corporate culture of rapid advancement in one's career, creating a plethora of new employment openings for qualified technical workers. Maintaining a capable IT support staff is crucial. An ever-increasing number of internet users, an evolving Ecommerce landscape, a growing need for skilled workers, and supportive government policies and projects like the Digital India Initiative have all contributed to an increasingly optimistic labour market (Singh 2019). The Indian IT sector has suffered high levels of unemployment despite the country's abundant human resources. Industry leaders report significant difficulties in filling open positions with candidates who possess the necessary skill sets. In India's information technology industry, there is a severe shortage of qualified workers. The necessity for retention management in India's IT business is highlighted by the attrition rates of major IT companies like TCS (15%), Wipro (15%), Infosys (18.9%), and Cognizant (12.8%).

1.4. Training and Development

Human asset advancement wouldn't be imaginable without the preparation interaction. Some staff needs information, abilities, and skills and neglect to follow through with responsibilities as quickly as possible, consequently preparing is critical for the progress of firms, as expressed by Abbas Z. (2014). Furthermore, preparing is any instructive cycle whose essential objective is the improvement of capability in a specific occupation or set of errands. Preparing is fixated on the particulars of the work or action within reach, like the necessity for skillful sales reps or effective machine or hardware activity.

Preparing is a purposeful interaction that gives laborers the data, abilities, and perspectives they need to take care of their responsibilities appropriately and advance through the association. In addition, training improves an organization's output since it inspires and moulds workers into more capable individuals who are also more disciplined and polite (Shafiq & Hamza 2017). Effective performance on the job is directly correlated with increased levels of training, which is described as a sign of improved employee knowledge, skills, and attitudes. What's more, he contends that preparing increments yield over longer timeframes. Steady with this view is the conviction that preparing is an essential device for helping representative result, which thus emphatically affects the effectiveness and outcome of the business all in all (Fletcher et al. 2018).

2. LITERATURE REVIEW

2.1. Work fulfillment

Kjeldsen & Hansen (2018) Evidence suggests that PSM, especially in the public sector, increases happiness on the work. Red tape, hierarchical authority, and a lack of precision in organisational goals are all more common in the public sector, and they may all have a detrimental impact on the PSM-job satisfaction link. Examining how variations in PSM and job satisfaction among industries are influenced by these institutional factors in a "hard case" context. Using survey data from entry-level white-collar workers, we confirm that public sector employees report higher levels of PSM and job satisfaction than their private sector counterparts. Although variances in the PSM-job satisfaction link persist across industries, other organisational factors, such as perceived red tape and the lack of goal definition, have a detrimental impact on workers' happiness on the job. This indicates that the nature of the employer matters more than any other variable in the association between PSM and work satisfaction, whether the company is public or private.

Garg et al. (2018)- Talented personnel might be hard to keep in today's fast-paced business climate. It is unclear whether it is intrinsic or extrinsic job happiness that increases work engagement, despite the fact that various researchers have found a correlation between the two. This shows that satisfaction with one's calling is an essential consider one's commitment to their work. Hence, this' article will likely (1) research the degree to which directors at various levels in India's confidential area banks are happy with their work, and (2) explore the association between administrator fulfillment and commitment at work.

Agarwal & Sajid (2017)- Managers in India's public and private sectors are analysed in terms of their work happiness, loyalty, and intentions to leave their current organisations. The study also compares and contrasts the two types of organisations by analysing the correlation between job happiness, organisational commitment, and intention to leave. 206 entry-level and mid-level managers from businesses and government agencies in Delhi and the National Capital Region of Delhi provided the data. The Brayfield-Rothe scale measured job satisfaction, the Meyer-Allen scale measured organisational commitment, and the Hinshaw-Atwood scale examined intention to leave. Turnover expectation was demonstrated to be higher in the confidential area, while work fulfillment and a wide range of hierarchical responsibility (emotional, continuation, and regulating) were all high in the public area. Emotional and

regulating responsibility were viewed as more unequivocally anticipated by work fulfillment in the public area than in the confidential area.

2.2. IT sector

Chege et al. (2020) Internet-based social networks that facilitate creative interaction between individuals are at the forefront of the ICT revolution that is fueling the modern job market. The influence of technological innovation on business performance varies, nevertheless, because of moderating factors like the inventiveness of entrepreneurs. This research takes into account the influence of innovativeness among Kenyan business owners to analyse the connection between technological innovation and corporate success. The research employed structural equation modelling to examine data from 240 businesses. As indicated by the discoveries, entrepreneurs need to think past the case if they have any desire to augment their organizations' true capacity. Further developing ICT foundation, empowering specialized externalities among SMEs, and creating ICT asset focuses to help SMEs' presentation ought to all be objectives of government strategy. The findings of this study add depth to previous ideas and have implications for company management in both developed and developing nations.

Padmanabhan (2021) examined the work related pressure and satisfaction in study. Deliberate examining was utilized to collect the informational index. The samples of 65 members were shortlisted. The review utilized the Paul E. Spector work locus of control scale, the Paul E. Spector work fulfillment review, and the American Establishment of Stress' Work environment Stress Overview. As per the outcomes, there was no distinction in sexual orientation regarding locus of control at work, work fulfillment, or stress at work. The outcomes likewise showed a positive connection between work locus of control and stress at work, a negative connection between work locus of control and occupation fulfillment, and a negative connection between stress at work and occupation fulfillment.

2.3. Training and development

Rodriguez & Walters (2017) analyzed that the company's bottom line has direct association with the success of its employees. Therefore, it is incumbent upon business leaders to understand how training and development affects employee output and evaluations. The two managers and laborers benefit from preparing and improvement programs, which intend to lift things like confidence level, convictions that all is good, representative commitment, and the ranges of abilities expected to finish a work well. Hierarchical pioneers ought to likewise apply orderly techniques for assessing worker execution, the aftereffects of which are ordinarily founded on components like characteristic inspiration, outer motivators, gained abilities, innate capacities, and impression of one's work. Representatives can assist an association with accomplishing its serious situation in the present worldwide market assuming that it furnishes them with satisfactory open doors for preparing and improvement and utilizations suitable techniques for assessing the exhibition of its laborers.

Sinaga & Riyanto (2021) demonstrated that human resources (HR) play a crucial role in ensuring the long-term success of the company's operations. If there is mutual respect and trust between management and workers, the business will be more productive. Providing opportunities for employee growth through training is one strategy. The effectiveness of an organization's workforce is crucial to the success of its mission. The concept of continuous training and development of human resources is essential for a firm to have a competitive edge through HR. Training and development programmes implemented by firms have been shown to positively affect employee performance in a wide range of studies and journals.

3. RESEARCH METHODOLOGY

In this investigation, we use a mixture of qualitative in-depth interviews and statistically sound survey research. A total of 165 IT workers from the Delhi/National Capital Region will take part. Employee job satisfaction and progress in professional growth will be measured by surveys. Insightful details can be

gleaned from semi-structured interviews. Quantitative data will undergo statistical analysis (including regression), while qualitative responses will be subjected to thematic analysis. Age, gender, experience, education, and the type of company are only few of the control variables that will be taken into account. This all-encompassing approach was designed to help us learn how IT training and development affects worker happiness.

3.1. Objectives of the Study

1. To comprehend the scope and contribution of training and development from organizational growth perspectives
2. To analyze the impact of training and development on employee satisfaction
3. To understand the perceptions towards training and development at the workplace

3.2. Hypotheses of the study

Hypothesis 1: IT workers in the Delhi/National Capital Region who receive training online report higher levels of job satisfaction.

Hypothesis 2: IT workers in Delhi/NCR are more content with their professional development prospects after participating in offline training.

Hypothesis 3: IT workers in Delhi/NCR are more content with their pay and benefits when they receive product-specific training.

Hypothesis 4: IT workers in Delhi/NCR report higher levels of satisfaction with their organization's culture as a result of process-specific training.

3.3. Sample: The participants in this study were drawn from the IT workforce in Delhi, India, and included 100 males and 65 females. In this study, a random sampling strategy was used because of its efficiency.

3.4. Factors

3.4.1. Independent factors - Training and Development Activities

Online/Offline; Product, Process, Compliance, Refresher

3.4.2. Dependent variables

- 1) Employee job satisfaction

4. DATA ANALYSIS

To determine how each independent variable affects the many aspects of workers' happiness on the workplace, a quantitative analysis will be conducted using tools like regression analysis. We shall take into account any confounding issues by considering the use of control variables.

4.1. Demographic Profile

Table 1: Segment profile of respondents

Segment Qualities		Frequency (Male)	Percentage (Male)	Frequency (Female)	Percentage (Female)
Age	Below 25	15	15.00%	20	30.77%
	25-35	45	45.00%	30	46.15%
	36-45	30	30.00%	10	15.38%

	46 and above	10	10.00%	5	7.69%
Education	Diploma	20	20.00%	15	23.08%
	Bachelor	50	50.00%	30	46.15%
	Master degree	30	30.00%	20	30.77%
	Family Type (Nuclear/ Joint)	Nuclear	70	70.00%	40
	Joint	30	30.00%	25	38.46%
Technology	Friendly	80	80.00%	45	69.23%
Employment	Working	90	90.00%	35	53.85%
	Non-working	10	10.00%	30	46.15%

The table shows the gender breakdown of a sample of 165 IT professionals. About half of the male and nearly half of the female workforce is between the ages of 25 and 35. When comparing the sexes, the percentage of people aged 36-45 is 30% for men and 15.38% for women. In terms of education, men make up 50% of the workforce with bachelor's degrees, while women make up 46.15%. In addition, whereas 61.54 percent of women in the workforce are part of a nuclear family, 70 percent of men do. Eighty percent of men and 69.23 percent of women in the workforce are tech savvy, respectively. When it comes to working or not working, men make up 90% of the workforce, while women account for only 46.15%. These findings give us an in-depth look at the demographic parameters, providing important background for analysing the IT labour market.

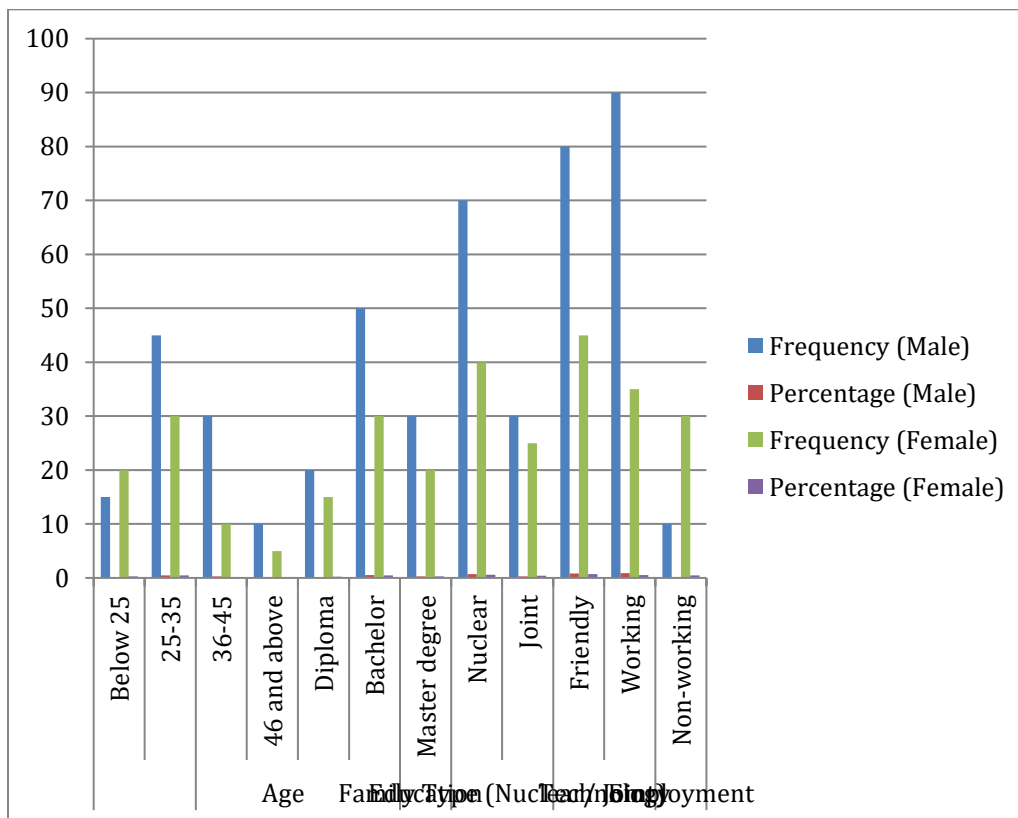


Figure 1: Graphical Representation of Demographic profile of respondents

4.2. Pearson correlation

Table 2: A Correlation Matrix between Independent and Dependent Variables

		Correlations					
		Online	Offline	Product	Process	Compliance	Refresher
Online	Pearson Correlation	1	.800**	.745**	.698**	.615**	.591**
	Sig. (2-tailed)		0	0	0	0	0
	N	165	165	165	165	165	165
Offline	Pearson Correlation	.800**	1	.811**	.887**	.850**	.741**
	Sig. (2-tailed)	0		0	0	0	0
	N	165	165	165	165	165	165
Product	Pearson Correlation	.745**	.811**	1	.769**	.727**	.734**
	Sig. (2-tailed)	0	0		0	0	0
	N	165	165	165	165	165	165
Process	Pearson Correlation	.698**	.887**	.769**	1	.919**	.862**
	Sig. (2-tailed)	0	0	0		0	0
	N	165	165	165	165	165	165
Compliance	Pearson Correlation	.615**	.850**	.727**	.919**	1	.933**
	Sig. (2-tailed)	0	0	0	0		0
	N	165	165	165	165	165	165
Refresher	Pearson Correlation	.591**	.741**	.734**	.862**	.933**	1
	Sig. (2-tailed)	0	0	0	0	0	
	N	165	165	165	165	165	165

** . Connection is critical at the 0.01 level (2-followed).

The correlation matrix provides a visual representation of the relationships between several demographic and environmental factors and marital adjustment for women. Pearson correlation coefficients, which measure the degree to which two variables are correlated, are displayed in the matrix. The following correlations highlight the favourable associations between the demographic data and additional variables:

- There is a positive link between age and education ($r = 0.800$), family composition ($r = 0.745$), a propensity towards technology ($r = 0.698$), and employment ($r = 0.615$).
- Significant positive connections between educational attainment and other traits have been found, with correlation coefficients ranging from 0.582 to 0.704, suggesting that higher levels of educational attainment are associated with enhancements in these areas.
- Furthermore, there are strong positive correlations between family dynamics ($r = 0.811$), technology savvy ($r = 0.887$), and employment ($r = 0.850$), and educational attainment.

This study's noteworthy result is that the associations between "working" and "non-working" people weaken when employment status is considered independently of other factors. This indicates that the sample may exhibit different patterns of association based on whether or not participants are employed.

4.3. Regression

Table 3: Model outline of factors

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.767 ^a	.589	.576		.88156

a. Predictors: (Constant) Online/Offline/Product/Process/Compliance/Refresher

Table 4: ANOVA summary

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	231.065	1	56.419	70.154	.000 ^b
	Residual	156.231	187	.813		
	Total	390.170	187			

a. Dependent Variable: Employee Job Satisfaction

b. Predictors:(Constant) Online/Offline/Product/Process/Compliance/Refresher

Table 5: Coefficient of Determination of the Variable

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.700	.310	-.634	-6.487	.098
	Online	-.056	.010	-.056	-2.765	.409
	Offline	.373	.156	.267	5.443	.054
	Product	.156	.008	.123	3.632	.176
	Process	.670	.087	.589	5.921	.032
	Compliance	.265	.089	.117	3.767	.123

a. Dependent Variable: Employee Job Satisfaction

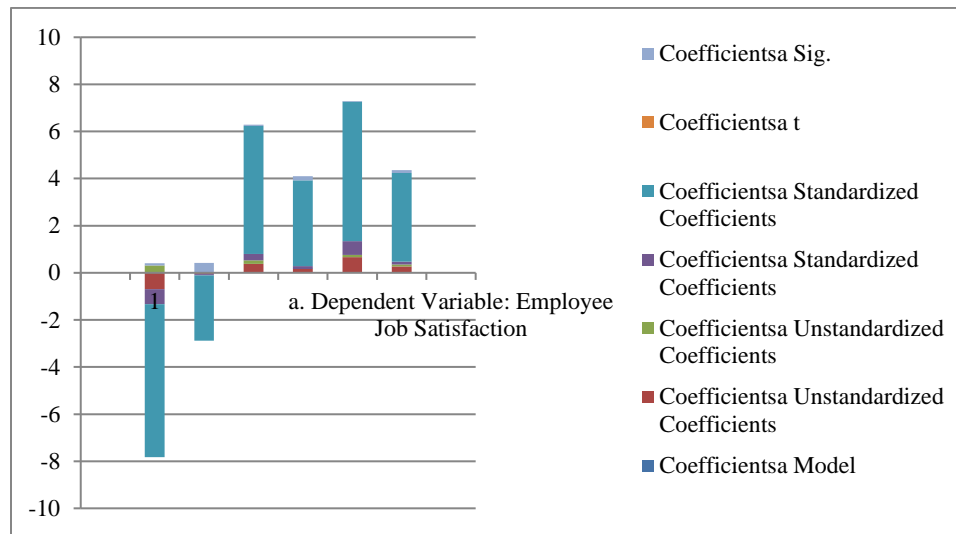


Figure 2: Graphical representation of Coefficient Determination

The purpose of the provided regression analysis is to evaluate the effect of various training and development initiatives on job satisfaction for IT workers in the Delhi/National Capital Region. The coefficients are explained as follows:

1. B = -0.056 and Beta = -0.056 online; 1.

Since the coefficient for online training is negative, more of it tends to make workers less satisfied with their jobs. Although there is a correlation between online training and increased job satisfaction (Sig. = 0.409), this finding lacks statistical significance.

The correlation for offline training is positive (B = 0.373, Beta = 0.267), suggesting that more offline training is correlated with higher levels of employee satisfaction in their jobs. The correlation between offline training and increased happiness on the job is almost strong enough to be significant (Sig. = 0.054).

2. Multiplying (B = 0.156, = 0.123)

Increases in product-specific training are correlated with higher levels of employee job satisfaction, as indicated by the positive coefficient for this variable. However, the lack of statistical significance (Sig. = 0.176) suggests that training that is unique to a given product may not have much of an effect on employee happiness on the job.

3. The B-Beta-(0.670) Process

Employee Job Satisfaction is positively correlated with process-specific training, as indicated by the relatively big and positive coefficient for this variable. There is a statistically significant link between process-specific training and increased work satisfaction (Sig. = 0.032), supporting the idea that this connection is meaningful.

4. Observance (B = 0.265, Beta = 0.117)

Increases in compliance training are positively associated with higher levels of employee job satisfaction, as indicated by the coefficient for this variable. The lack of statistical significance (Sig. = 0.123) raises the possibility that compliance training has little to no effect on job satisfaction.

4.4. Coefficients for preparing, improvement, preparing and advancement and Execution

Table 6: Coefficients for preparing, advancement, preparing and improvement and Execution

Variables	Unstandardised coefficients		Standardised coefficients	t	Sig.
	Beta	Std. Error	Beta		
Constant	.330	.394	.420	3.513	.002
Training	0.630	.097	0.576	7.145	.054
Development	.586	.077	0.548	5.973	.038
Training & Development	.607	.057	.590	4.878	.045

Training, development, training & development, and performance were all found to be related in this study's findings. The coefficients indicate a 0.330-unit gain in productivity once implemented. The performance of workers increases by 0.630 units for every additional training unit, and by 0.586 units for every additional development unit. Similarly, a 1% increase in investment in employee training and development yields a 0.67% improvement in productivity. Development also has a discernible impact on productivity. Training (0.053), Training & Development (0.043), and Development (0.036) all have significant levels at the 5% level of significance and the 95% level of confidence. Therefore, training is the most important, followed by training and development, and finally development. All of these factors were proven to have a beneficial effect on worker productivity.

5. DISCUSSION

These results highlight the importance of training and development, coupled with work satisfaction and performance, in keeping young employees in organisations in the Delhi/NCR area. As corporate environments get more and more competitive, identifying and capitalizing on competitive advantages becomes crucial for long-term success. Employees are a company's most valuable resource, making employee retention a top priority.

This research argues that a "young employee retention strategy" should be put into place to deal with these underlying issues. Establishing assessment policies that are both fair and open can help workers understand how their efforts are being evaluated. Greater job satisfaction is a direct result of rewarding and promoting employees based on their performance. In addition, companies in Delhi/NCR should prioritize pay raises for workers who reliably reach or surpass their goals. This helps retain current workers and also makes the company more appealing to new ones. Employee dedication and flexibility can be bolstered by instituting a consulting system and making use of technology to provide rapid feedback and facilitate skill development.

The research also shows that there is a connection between training and development, job happiness, and productivity. The findings emphasize the importance of training content satisfaction in retaining personnel. They feel valued since the organisation has helped them grow professionally and acquire the

skills necessary to succeed in their positions. In conclusion, the findings of this study highlight the need of investing in employee retention through training and development, job happiness, and high performance. These results have important theoretical ramifications, as they highlight the central roles of training and development, job happiness, and performance in the retention of young employees in Delhi/NCR-based businesses. This research lends credence to the idea that these considerations play a substantial role in determining whether or not young employees stay with a company.

6. CONCLUSION

The management, policy, and theoretical ramifications of these findings for businesses in the Delhi/National Capital Region are substantial. This study highlights the critical need for action on the part of managers, highlighting the importance of training and development, job happiness, and performance in keeping young employees. Employees are more likely to stay with the company if they have opportunities to learn new skills and advance in their current roles.

The retention of young workers is not an accident; it is the consequence of conscious efforts on the part of policymakers. The findings demonstrate that organisations can improve young workers' retention rates by introducing and maintaining policies linked to training and development, job happiness, and performance. As a result, policies to support these elements should be developed with urgency and resolve. These findings are consistent with those reached by Dardar et al. (2012), who found that organisations who invest in their staff through training saw an uptick in employee happiness and productivity. Young employee retention in Delhi/NCR organisations is confirmed by this research to be positively correlated with measures of job satisfaction, performance, training, and development. These discoveries are the very pinnacle of pertinence since they give exact confirmation of the consolidated informative force of preparing and improvement, work bliss, and occupation execution on the basis variable of youthful representative maintenance.

REFERENCES

1. Agarwal, P., & Sajid, S. M. (2017). A study of job satisfaction, organizational commitment and turnover intention among public and private sector employees. *Journal of Management Research*, 17(3), 123-136. <https://www.indianjournals.com/ijor.aspx?target=ijor:jmr&volume=17&issue=3&article=002>
2. Chege, S. M., Wang, D., & Suntu, S. L. (2020). Impact of information technology innovation on firm performance in Kenya. *Information Technology for Development*, 26(2), 316-345. <https://www.tandfonline.com/doi/abs/10.1080/02681102.2019.1573717>
3. Fletcher, L., Alfes, K., & Robinson, D. (2018). The relationship between perceived training and development and employee retention: the mediating role of work attitudes. *The International Journal of Human Resource Management*, 29(18), 2701-2728. <https://www.tandfonline.com/doi/abs/10.1080/09585192.2016.1262888>
4. Garg, K., Dar, I. A., & Mishra, M. (2018). Job satisfaction and work engagement: A study using private sector bank managers. *Advances in Developing Human Resources*, 20(1), 58-71. <https://journals.sagepub.com/doi/abs/10.1177/1523422317742987>
5. Greer, C. R. (2021). *Strategic human resource management*. Pearson Custom Publishing. <http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4407/1/Strategic%20Human%20Resource%20Management%20view.pdf>
6. Ibrahim, R., Boerhannoeddin, A., & Bakare, K. K. (2017). The effect of soft skills and training methodology on employee performance. *European Journal of Training and Development*, 41(4), 388-406. https://www.emerald.com/insight/content/doi/10.1108/EJTD-08-2016-0066/full/html?af=R&utm_content=buffer8fda4&utm_medium=cpc&utm_source=TrendMD&utm_campaign=Journal_of_European_Industrial_Training_TrendMD_0&WT.mc_id=Emerald_TrendMD_0

7. Jalagat, R. (2016). Job performance, job satisfaction, and motivation: A critical review of their relationship. *International Journal of Advances in Management and Economics*, 5(6), 36-42. https://www.researchgate.net/profile/Revenio-Jalagat/publication/310498763_Job_Performance_Job_Satisfaction_and_Motivation_A_Critical_Review_of_Their_Relationship/links/5830553508ae004f74c0d709/Job-Performance-Job-Satisfaction-and-Motivation-A-Critical-Review-of-Their-Relationship.pdf
8. Kjeldsen, A. M., & Hansen, J. R. (2018). Sector differences in the public service motivation–job satisfaction relationship: exploring the role of organizational characteristics. *Review of Public Personnel Administration*, 38(1), 24-48. <https://journals.sagepub.com/doi/abs/10.1177/0734371x16631605>
9. Meister, J. C., & Willyerd, K. (2021). The 2020 workplace: How innovative companies attract, develop, and keep tomorrow’s employees today. HarperCollins Publishers Inc. <http://dspace.vnbrims.org:13000/jspui/bitstream/123456789/4315/1/The%202020%20Workplace%20How%20Innovative%20Companies%20Attract%2C%20Develop%2C%20and%20Keep%20Tomorrow%E2%80%99s%20Employees%20Today.pdf>
10. Padmanabhan, S. (2021). The impact of locus of control on workplace stress and job satisfaction: A pilot study on private-sector employees. *Current Research in Behavioral Sciences*, 2, 100026. <https://www.sciencedirect.com/science/article/pii/S2666518221000139>
11. 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. https://www.researchgate.net/profile/Kelley_Walters/publication/332537797_The_Importance_of_Training_and_Development_in_Employee_Performance_and_Evaluation/links/5cefe41092851c4dd01ba833/The-Importance-of-Training-and-Development-in-Employee-Performance-and-Evaluation.pdf
12. Sankar, J. P., Yoganandham, G., Kalaichelvi, R., John, J. A., & Kumar, B. U. (2021). Human Resource Digital Transformation of IT Sector in India. *Webology*, 18(1). <https://pdfs.semanticscholar.org/d7ff/128bbb2bb2fd9ff72bfeb3dd55af1dd83c41.pdf>
13. Shafiq, S., & Hamza, S. M. (2017). The effect of training and development on employee performance in private company, Malaysia. *International Journal of Education, Learning and Training*, 2(2), 42-56. <https://ftms.edu.my/journals/pdf/IJELT/Nov2017/42-56.pdf>
14. Sinaga, M., & Riyanto, S. (2021). Training and development to improve employee performance. *Ecobisma (jurnal ekonomi, bisnis dan manajemen)*, 8(2), 66-71. https://www.researchgate.net/profile/Kelley_Walters/publication/332537797_The_Importance_of_Training_and_Development_in_Employee_Performance_and_Evaluation/links/5cefe41092851c4dd01ba833/The-Importance-of-Training-and-Development-in-Employee-Performance-and-Evaluation.pdf
15. Singh, D. (2019). A literature review on employee retention with focus on recent trends. *International Journal of Scientific Research in Science and Technology*, 6(1), 425-431. https://www.academia.edu/download/60641051/5095_lit_review_paper20190919-118800-dzni7v.pdf