

A Thesis
On
**The effect of training, motivation on Employee
Performance: An empirical approach**

*This paper is submitted to the Department of Management, Faculty of Business Studies,
Hajee Mohammad Danesh Science and Technology University, Dinajpur for the partial
fulfillment of the degree of Master of Business Administration (MBA) in Human
Resource Management*



Prepared by

Zobaydun Nahar
Student ID: 1703063
MBA in Human Resource Management
S-iii,J-J-Exam.2022
Department of Management
Faculty of Business Studies
HSTU, Dinajpur

Supervisor

Dr. Md. Alamgir Hossain
Professor
Department of Management
Faculty of Business Studies
Hajee Mohammad Danesh Science and
Technology University, Dinajpur

**Hajee Mohammad Danesh Science and Technology University
Dinajpur -5200, Bangladesh**

June, 2024

A Thesis
On
**The effect of training, motivation on Employee
Performance: An empirical approach**

By

Zobaydun Nahar

Student ID: 1703063

MBA in Human Resource Management
Faculty of Business Studies
Hajee Mohammad Danesh Science and Technology University, Dinajpur



Approved by

Supervisor

Dr. Md. Alamgir Hossain
Professor
Department of Management
Faculty of Business Studies
Hajee Mohammad Danesh Science and
Technology University, Dinajpur

Co-Supervisor

Lima Nasrin Eni
Lecturer
Department of Management
Faculty of Business Studies
Hajee Mohammad Danesh Science and
Technology University, Dinajpur

**Hajee Mohammad Danesh Science and Technology University
Dinajpur -5200, Bangladesh**

June, 2024

Acknowledgement

First and foremost I would like to express my sincere gratitude to my supervisor Professor Dr. Md. Alamgir Hossain and Co-Superviosor Lima Nasrin Eni for their knowledgeable guidance, support and insight throughout the writing of this thesis. I would also like to thank my classmates for their insightful feedback and thoughtful discussion.

Thank you from the bottom of my heart, for being part of this incredible journey.

.....

Zobaydun Nahar

Student ID: 1703063

MBA in Human Resource Management

Department of Management

Faculty of Business Studies

Hajee Mohammad Danesh Science and Technology University, Dinajpur

Certificate of Supervisor

I declare that this thesis paper entitled “The effect of training, motivation on Employee Performance: An empirical approach” is a study of the business sector in Bangladesh, and is an original work done by Zobaydun Nahar, ID:1703063, MBA in Human Resource Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur. She has completed the thesis under my supervision and submitted this paper for the partial fulfillment of the requirement of the degree of MBA in Human Resource Management.

I wish her every success in life

.....

Dr. Md. Alamgir Hossain

Professor

Department of management

Faculty of Business Studies

Hajee Mohammad Danesh Science and Technology University, Dinajpur

Certificate of Co-Supervisor

I declare that this thesis paper entitled “The effect of training, motivation on Employee Performance: An empirical approach” is a study of the business sector in Bangladesh is an original work done by Zobaydun Nahar, ID:1703063, MBA in Human Resource Management, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, Dinajpur. She has completed the thesis under my supervision and submitted this paper for the partial fulfillment of the requirement of the degree of MBA in Human Resource Management.

I wish her every success in life

.....
Lima Nasrin Eni

Lecturer

Department of Management

Faculty of Business Studies

Hajee Mohammad Danesh Science and Technology University, Dinajpur

Student declaration

I hereby declare that the entitled thesis “The effect of training, motivation on Employee Performance: An empirical approach: A Case of business Sector, embodies the result of my research works and efforts, prepared under the supervision of Dr. Md. Alamgir Hossain, Professor, Department of Management and Co-Supervisor Lima Nasrin Eni, Lecturer, Department of Management, Faculty of Business Studies, HSTU, Dinajpur

.....

Zobaydun Nahar

Student ID: 1703063

MBA in Human Resource Management

Department of Management

Faculty of Business Studies

Hajee Mohammad Danesh Science and Technology University, Dinajpur

Abstract

Employees are the integral part and driving force of an organization. Their skills, quality, and expertise are very clinical for an organization. To achieve the goals of an organization, training, motivation, and compensation for the employees play a great role. In every organization, the management body believes that regular screening and training, as well as several other factors, affect employee performance. In today's dynamic and competitive business landscape, organizations recognize that their most valuable asset is their workforce. The performance of employees directly impacts overall organizational success. As a result, companies invest significant resources in training, skill development programs, organizational support and compensation to enhance employee capabilities. The primary goal of this conceptual paper is to investigate how training, employee motivation, and compensation, as well as organizational support, affect employee performance. To achieve the objective of this paper, information is compiled from the publication of many reputed articles as well as different esteemed websites. The study's research methodology, which examines the literature and several case studies on the value of training in raising worker performance, is in line with qualitative research methodology. Recent studies have explored this theme, emphasizing the positive impact of skill development on employee motivation and overall performance. The study will provide several benefits for both the employee and the organization by enhancing the quality of their performance. In brief, this investigation revamps our beliefs about how the factors affecting employee performance affect achieving organizational roles.

Key work: Organizational Support, Training and Development, Motivation and Employee Performance

Table of contents

	Title	Page no.
Chapter	Acknowledgement	i
	Certificate from the Supervisor	ii
	Certificate from the Co-Supervisor	iii
	Student's declaration	iv
	Abstract	v
	Contents	vi
1.	Introduction	1-4
2.	Research Objectives	4
3.	Review of Literature	4-9
4.	Methodology	10
5.	Research Gap and Limitations	11
6.	Researchers views and Recommendations	11-13
7.	Research Implications	13-14
8	Conclusion	14-15
	References	16-20

1. Introduction:

A collection of people with systematic, structured aims based on harmony and mutual cohesion is called an organization (Adnjani, 2019). Workers must receive special consideration since they are valuable assets in carrying out the commercial activities of the organization (Kurnia et al., 2023). Essentially, the organization plays a major role in supporting the human resources involved in accomplishing this aim as an overarching institution. As a result, the organization's support is crucial for maintaining its employees' motivation (Siregar & Pasaribu, 2022). In addition, an organization's human resources influence whether its accomplishments increase or decrease (Marbun & Jufrizen, 2022). According to Jaenab et al. (2023), perceived organizational support refers to the degree to which staff members feel that the company appreciates their contributions and cares about their well-being. One way to gauge organizational support is by using: 1) Honors 2) Excellent assistance 3) Conditions of work 4) Employee Welfare. The organizational support might take the form of paying employees fairly, offering perks, fostering positive relationships between managers and employees, and setting up sufficient workspaces to promote positive working environments. In light of this, the prize offered by the company may be seen as a benefit for staff members. People use a process known as "organizational support," as defined by Karlinda et al. (2022), to make sense of their circumstances. According to Umihastanti & Frianto's (2022) research, employees are more productive when they receive support from their organizations. The essay illustrates how employees gain from management's positive reinforcement. Support from the organization is also crucial since it motivates workers to put their all into their work and the business as a whole. Retaining high-performing employees is beneficial to the financial health of a firm, hence it is in everyone's best interest to do so Mardikaningsih et al. (2023). Employee performance, according to Mulyadi & Pancasasti (2021), is the result of a person's efforts to complete tasks that call for knowledge, skill, and commitment. Performance refers to both an action taken at work and the chosen or predetermined result of that action. Karlinda et al. (2022) state that the quantity of work finished and the quality of the work generated are the two most important performance measures. Thirdly, timeliness Efficiency is ranked fourth, autonomy is ranked fifth. For the reasons listed above, organizational support may improve

employee performance; additionally, organizational support affects the caliber of employee performance. This study aims to achieve this goal by conducting a thorough evaluation of the literature on "the influence of organizational support on employee performance." The objective of the writer is to establish links between multiple published research studies that are relevant to the subject matter. The data for this study was compiled from secondary sources that were based on earlier studies.

In order for employees of the same organization to execute their jobs while sharing the same chances, skills, and talents, the term "motivation" is used to distinguish between them. As a result, although all employees in an organization have the same facilities, their performance differs. High-motivation workers always strive for career advancement since they are always seeking for better ways to carry out their tasks and obligations. These personnel carry out the tasks in a way that requires them to exert more effort in order to finish the work, and they are able to exert more effort in order to accomplish the goals that have been allocated to them. Given the significance of employee motivation, the current study attempts to investigate how motivation affects workers' ability to do their jobs (Kuranchie-Mensah & Amponsah-Tawiah, 2016). For firms, the most important issue is employee motivation. The primary responsibility of managers operating in teams is to motivate their subordinates. Employee motivation is influenced by a multitude of factors. Employees can gain strength through adequate training and knowledge acquisition with the aid of relevant information. A person has many needs and desires, but as they gain experience, their wants grow and become more important. An employee's motivation is what drives them to finish a task. Employee motivation sparks interest in the work being done on a particular project (Qadir, Saeed, & Khan, 2017). Additionally, the research from the past has addressed two forms of employee motivation: intrinsic and extrinsic drive. The performance of any individual employee is influenced by both types of motivations. The term "intrinsic motivation" refers to motivation that is obviously driven by interest. And the satisfaction of finishing the work is all yours. Instead of depending on outside obstacles, the employee looks within. Employees that have intrinsic motivation to finish their work can accomplish their goals and will also experience a functional boost (QADIR et al., 2017). Conversely, an

employee's ability to perform well in their assigned tasks regardless of the nature of the activity is typically determined naturally. Extrinsic motivation comes from sources outside of the individual. Rewards for completing desired tasks and the possibility of abuse in the event of misbehavior are common examples of extrinsic motivating variables. Another excellent illustration of extrinsic motivation, as the worker's goal in this instance is to outperform others rather than just enjoy themselves or receive a reward for the task. Because any organization needs human, financial, and material resources to achieve its goals, focusing on employee motivation is essential. The key to utilizing human resources to their greatest potential is motivation. It is possible to use the willingness of employees to work through it. This allows organizations to use the resources in the most effective manner possible. Through this, the organization's efficiency will be improved, production will rise, and operating costs will decrease. Organizations should focus on how employees' performance can be enhanced by both intrinsic and extrinsic motivation (Shahzadi, Javed, Pirzada, Nasreen, & Khanam, 2014). In addition to having a big impact on people's growth, training programs can really help businesses gain a competitive edge if they use them properly. As a result, it would seem that the company should organize and carry out the employee's training program to help them develop the skills and competences needed for the job. Pay is also important in ensuring that employees' actions match the goals of the company. Appropriate employee compensation demonstrates value. Employee morale is often higher; workers feel inspired to work hard and do a good job. Thus, the impact of human resource determinants on employee performance is examined in this study (Elnaga & Imran, 2013).

1.1 Background and Rationale

Changing Work Environment: The rapid pace of technological advancements and evolving job roles necessitates continuous learning and adaptation. Employees must acquire new skills to remain relevant and contribute effectively.

Competitive Advantage: Organizations that invest in skill development gain a competitive edge. Skilled employees are more productive, innovative, and adaptable, leading to improved overall performance.

Employee Engagement and Retention: Skill development programs positively impact employee engagement and job satisfaction. When employees perceive growth opportunities, they are more likely to stay with the organization.

2. Research Objectives: Through the relevant review of different studies, reports, periodicals and books on the topic under consideration following objectives could be drawn:

- To explore the relationship between training and development.
- To identify the significance of employee motivation.
- To develop guideline for assessing the employee performance.

3. Review of Literature

3.1 Employee Performance and Employee Motivation

The process of motivating an individual to finish a task is known as employee motivation. Human needs can include those for self-actualization, esteem, social interaction, safety, and survival. Organizations must talk about issues like employee motivation, job satisfaction, and improving workers' well-being in relation to their jobs in order to improve productivity and effectiveness (Jermisittiparsert, Suan, & Kaliappen, 2019; Siriattakul & Jermisittiparsert, 2019). A motivated individual is aware of the objectives set and the strategies that should be used to achieve them. Consequently, a high degree of motivation among employees increases their potential to increase production. It is the manager's obligation to raise employee motivation (Said, Zaidee, Zahari, Ali, & Salleh, 2015). Motivation has a positive effect on performance. The role of motivation became a supporting factor in an organization both government and private, especially in improving performance. The motivation possessed by employee further has the ability to improve organizational performance. (Dobre-2013). Employee are motivated to perform their duties, depending on the strength of the motives that influence them. Employees are humans that have plenty of inner needs. These needs, evoke the underlying motives of individual activities. High degree of motivation among employee increases their potential to increase the production.

3.2 Employee Compensation

Compensation is a wide variety of economic and non-economic reward given to personnel for the service they offer to the organization, and it can be in the form of a formal salary or wage. (Rinny et-al 2020) Compensation is vital to any organization, as well as the workforce prior research carried out by Akhter et al (2013) establish a unique connection between perceived compensation and employee performance. An employee perceived that the organization provided with appropriate compensation (both financial and non-financial), then such an employee will tend to reciprocate by effort to achieve positive result. Financial compensation or visible reward can improve employee performance. (Jeni et al 2020) Visible rewards can improve quantitative performance (Cerasali et al., 2016). Compensation can increase extrinsic motivation but damage intrinsic motivation. (Kuvass et al 2017). Compensation can indeed increase employee motivation and job satisfaction, which in turn can improve their performance. Compensation is form of extrinsic motivation, which can also directly affect employee's performance.

Compensation is a methodical way whereby financial benefits are given to employees within a business based on their performance of obligations. Compensation can serve a variety of functions, such as promoting job performance, recruitment, and job happiness. There are numerous types of compensation, such as salary and wages, bonuses, and fringe benefits. Pay is one of the variables that affects how well an employee performs on the job, according to research. It is referred to as all types of financial returns and intangible benefits that an employee receives as part of the employee-employer relationship (Othman & Abdullah, 2016).

Researchers have noted that having money is crucial for employees to meet their psychological and other needs. For this reason, the employee values financial reward highly. Financial incentives and remuneration have a direct impact on employee morale. Furthermore, the financial pay of employees also affects their commitment to achieving the goals of the firm. In addition, academics list four components of non-financial compensation. These elements include of awards, promotions, a positive work environment, and jobs that allow employees to document their advancement (Rashid, Anom, Othman, Othman, & Fatini, 2016). Employees are a vital component of any firm. Benefits both financial and non-

financial can boost employee motivation. Compensation can have a big effect on productivity in particular kinds of businesses. Good remuneration will enable employees to contribute creativity and new ideas. A company can benefit greatly from a wide range of creative ideas. According to the experts, a competitive benefits package will also have a positive impact on employees' health. Good health will also have a favorable effect on the employee's performance (Yamoah, 2013). As academics have noted in earlier research, HRM ought to create and support initiatives linked to learning and growth.

3.3 Effect of organizational support

Organizational support, which is measured through indicator of consideration, problem solving has a real influence on employee's performance. The effect on organizational support on employee performance can be explained through the principles of social exchange theory, where support is considered reward given a by the organization to employee in response to their contribution and efforts, organizational support provide to employees can help create a more positive and productive work environment, which in turn can improve employee performance. Therefore, efforts to increase organizational support, caring, consideration, and the ability to forgive mistakes can be considered as an important strategy to improve employee performance of an organization. A Social Exchange Theory (SET) state that social exchange comprises actions contingent on rewarding reactions, of other which time provide for mutually rewarding transaction and leadership. (companzano and mithwell 2005). Within the context of the organization, Eiesenberger et al. (1986) proposed a theory of organizational support, stating that when employees sense organizational ears, support and attachment, they will perform better companies that care about their employees improve the overall perception of support from the organization (Eisenberger et al 2001) organizational support encourage employees to work hand in hand to repay the organization so perceived organizational support should significantly increase employee performance. Employees motivation depend on the organizational environment that encourages them to perceive breed, and stimulate and recognize novel ideas. Hence, Motivation is strongly related to organizational support. Social exchange theory, like wise argues that organizational is a two-way traffic, that is, employer and organization both look at each other for the

successful execution of set goal and comprehensive valuation of employee efforts. Employees with higher organizational support sense it as an obligation to return to their organization in terms of enrichment and Creative contribution. Hence, employees feel- emotional attachment towards, organizations and time, at the same their intention to stay longer with the same organization increases. Organizational support and employee's motivation with low care positively affect motivation. By contrast, employees with low organizational support is less likely to engage in employee motivation. Organizational support can be shown by how much a firm values its employees and compensates them for contributing to the company's success (Untari et al., 2021). According to a 2020 study by Nabila & Ratnawati, worker productivity rose when they felt that their employer supported them. The article continues by discussing how the Organizational Support Variable, rather than the Work Motivation Variable and the Knowledge Management Variable, has a stronger impact on Employee Performance. If workers feel they have the full support, they will be more committed to their work and motivated to perform to the best of their abilities. Research from (EY & Arini, 2023) indicates that this form of organizational support affects employee productivity. Here's the problem According to Nabila & Ratnawati (2020), employees' opinions of organizational support have a big impact on their production. Another method a business demonstrates its commitment to its staff is through perceived organizational support (Welem, 2018). Additional evidence of this comes from the results of the Ningrum & Agung (2021) study, which corroborate the notion that organizational support is crucial to the productivity of CV personnel.

According to Amali Rivai et al. (2019), care, well-being, company goals and values, employee goals and values, assistance, and honesty are all indicators of how much employees feel supported by the organization. This organizational support includes rewards, concentration, recognition, acceptance, and acquaintance with Kraimer in Delviyandri and Aziz (2010) in Lansart et al. (2019).

3.4 Training and Development of Employee

Training and development has a significant relationship on the employee performance Training is measured by indicator of training needs, training

planning, and training evaluation have a real impact of employee performance. The linkage of training to employee performance Social exchange theory helps explain that training is not only developed employee performance but also as a form of reward provided by the organization. The greater the impact of training, the higher the level of employee performance in term of quality of work, timeliness in completing the task. The overall number of training hours of employees has a beneficial impact of employee performance. (Testa M. 2023). Training a systematic and planned learning method is used to modify the behavior of employee through event and program to perform a job effectively (Armstrong 2009). A proposal to implement customer-oriented business, tactics, and business might act, invest in training and development programs (Kundu 2000). The existing true culture, the firm's climate and Environmental and dynamic dynamism are indispensable variable in that study. (Diamantidis, A, D. and Chatzoglou, p. 2019) Employee motivation and performance are the outcomes of the training program, employee career development is the yielded training function. Training and development process are highly employee motivated to increase the employee performance of an organization. So the overall training program have positive impact of motivation.

Training and development have a positive effect on employees' knowledge. The employee's performance is improved as a result of their increased competence and expertise. Training is the only way to learn about an employee's unmet needs. Organizations can then work to raise employee competency levels, which are necessary for them to work effectively and meet organizational objectives. On the other hand, training program implementation can address performance-related problems. It entails finding an efficient method to close the performance gap between the employee's actual performance and expected performance. Employee competences are created through the use of work-related efficiency in a competitive manner.

Researchers found that training and development could help employees reach a high degree of competency and enhance both organizational and individual performance (Elnaga & Imran, 2013). Landa (2018) asserts that there is a strong positive correlation between employee performance and training. According to Sasidaran (2018), training is seen as a crucial instrument in the development of an organization's capacity to enhance performance and accomplish its objectives.

According to Afroz (2018), training and development is the organization's strategic tool for raising employee performance through the acquisition and provision of cutting-edge knowledge and skills, as well as the proper organizational mindset through best practices, to enable workers to complete their tasks within the established goals and objectives.

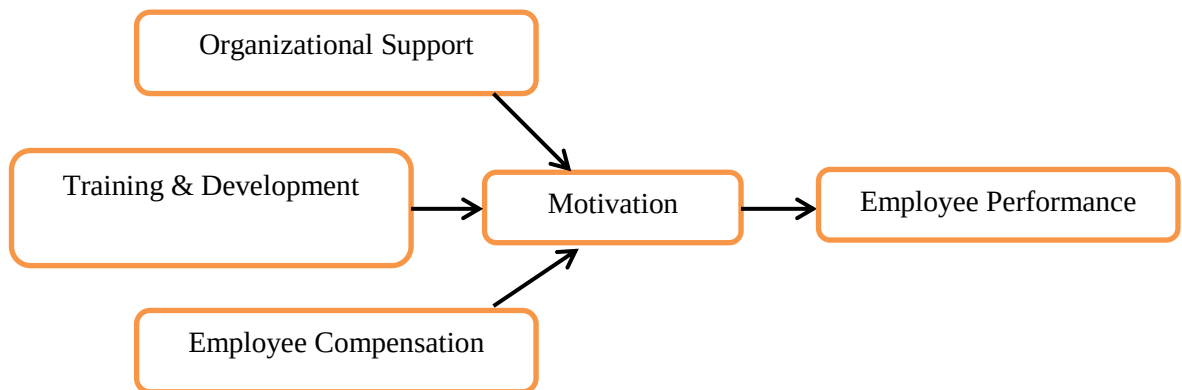
According to Kenny and Nnamdi (2019), training is the primary factor that most strongly predicts an employee's performance since it increases their talents, capacities, and competences as well as their sense of accomplishment for their tasks. A number of indicators suggest that there is a relationship between employee performance and training. For example, Luo et al. (2021) examined the moderating influence of interpersonal assisting in their investigation of the relationships between job satisfaction, task performance, training, and supervisory mentoring. The findings indicate that job happiness and task performance are significantly impacted by training and supervisory mentoring; job satisfaction also positively affects task performance, and interpersonal assistance, in addition to supervisory mentoring, modifies task performance.

Melian Gonzalez and Bulchand Gidumal (2017) noted that IT plays a significant role in the work while examining the relationship between front office personnel performance, information technologies (IT), service encounters, and critical occurrences. However, in service contacts, human presence is still highly valued, and IT is typically not involved in catastrophic crises. Sendawula et al. (2018) examined the relationship between training, employee engagement, and employee performance in their examination of the effects of these factors on performance using data from Uganda's health sector.

Training and an employee's success are therefore correlated with a number of factors. Nonetheless, the research on how training affects worker performance: The relationship between an employee's performance and the four stages of the systematic training processes/training dimensions—training needs assessment, training design, training delivery style, and training evaluation—was the subject of a case study conducted at Bahir Dar University in Ethiopia. This is one of the study's novelties.

4. Methodology

4.1 Theoretical framework



4.2 Research Design

This research employs a qualitative research methodology to provide a comprehensive understanding of the effect of organizational support, training, employee compensation and motivation on employee performance.

4.3 Secondary Data

This study aims to analyze the correlations between employee performance and training by conducting an exploratory analysis of the current literature, which includes various papers, books, magazines, and studies connected to the topic under investigation. This study project will be a tool for gathering important data or familiarity with the topic. In addition to theorizing the subject, the current literature is consulted in order to create and explain a proposition that will help clarify and explore some avenues for organizations to comprehend how employee performance is affected by training. According to Gummesson (2002, p. 283), one difficult task associated with all research is not gathering or producing new data, but rather interpreting and combining existing data to make meaning of it. We agree with this statement and work to address the issue under investigation by utilizing the most insights available in the body of existing knowledge.

5. Research Gap and Limitations

This study begins from the realization of the need to effectively administer the effect of training on employee performance. Training is a systematic process to enhance employee's skill, knowledge and competency, necessary to perform effectively on job. Overall, training impacts organizational competitiveness, revenue and performance. Unfortunately, the majority of governmental, private organization and international organizations are not recognizing the importance of training to increase their employee's productivity and when the economy slows or when profits decline, many organizations first seek cuts in their training budgets. This will leads to high job turnover then increase the cost to hire new employees which low down the organizational profitability. Past researches proved a positive link between training and employee performance, as training brings benefits for the employee along with for the firm by positively impacting employee performance through the enhancement of employee's competencies and behaviour. Firms that focuses on shareholders and customer satisfaction realized the importance of investing in training, and thus recognizes the worth of employee development (Evans and Lindsay, 1999). An extensive overview of the entire topic of employee motivation is provided by this scoping review. Nonetheless, the review was linked to a significant restriction on the primary search terms used, the databases accessed, and the time limits. Rather than concentrating on a single job sector, the review was further grounded in a comparatively wider scope of employee motivation for many employment sectors. This suggests that not all job sectors may be able to utilize the methodology used in the study.

6. Researchers views and Recommendations:

Based on the collection and examination of data from studies, reports, journals, and books on the subject, the researchers discovered that managers either do not understand the value of training, support and how it affects worker performance, or they think that these raise costs for the business. To address the issue, management will determine that these underachievers require training. However, training won't make much of a difference in bad performance unless it stems from a genuine lack of knowledge or expertise. The researchers created standards that are appropriate for use by all businesses in evaluating employee performance. These instructions are intended to identify the actual cause(s) of the performance

issue and, consequently, the most effective way to address it.

6.1 Guidelines for Employee Professional Evaluation & Development

- **Ability:** Determine how well the employee can perform the job by assessing his or her physical capabilities and any health concerns, if any. You should also consider the employee's past and present psychological states to determine whether they have the mental capacity to begin or finish the tasks. For instance, Kaiser Permanente placed third in 2012 for hiring impaired workers, who make up 5% of the workforce, and giving them assignments that genuinely fit their skill set. Diversity Inc (2011).
- **Standards:** Assess the degree to which staff members comprehend their responsibilities, collaborate easily with superiors, and are conscious of deadlines. Assess the clearance process and the availability of goals and procedures (hard or soft copies) for employees. For instance, Halliburton's "zero" rule, which aims to eliminate health events, is made evident to both staff and guests, including on their website, in order to guarantee facility safety.
- **Knowledge and Skills:** Determine whether the employees' prior experience and level of proficiency match the tasks and responsibilities. whether not, see whether any training is available to close the gaps in knowledge and abilities. Determine whether the employee's completion of the responsibilities is absolutely required if there are no trainings. For instance, the majority of IBM workers must have a background in electronics or computers, but if any employees are lacking in these areas, IBM will offer comprehensive training to make up for it.
- **Measurement:** Consider whether your employee evaluation is skewed towards the employee or whether it is based on gauging the worker's performance in relation to tasks completed. For instance, in order to assess college instructors in accordance with accreditation requirements, the Accreditation Board of Engineering and Technology dispatches its evaluators abroad while keeping an entirely impartial position.
- **Feedback:** Find out whether or not the worker gets regular feedback on his or her performance and effort. In addition, if feedback is given, find out whether the employee selects his own assessor and whether it has anything to do with

pay. For instance, Adobe has made the decision to link annual wage increases to performance reviews.

- **Setting:** Verify whether the worker has access to all the equipment required to finish the task at hand, whether there is adequate time allotted to finish it, and whether the workspace is conducive to completing the activity. For instance, McDonald's offers all the equipment needed for trainings as well as modifications to the workplace.
- **Motivation:** Find out if there are any rewards for excellent work or penalties for subpar work. Furthermore, for productive workers, look for any safeguards against assigning them more work as a kind of punishment for their good work. For instance, JFC Staffing uses "employee of the month competitions" to inspire its staff members.

7. Research Implications:

Certainly training, organizational support, and motivation play a great role on employee performance:

7.1 Training:

Positive Impact: Employee training significantly impacts performance. When employees receive training to enhance their skills, they become more competent and effective in their roles. This leads to improved job performance and productivity.

Motivation: Training programs can also boost employee motivation. When employees feel supported and provided with opportunities to learn and grow, they are more engaged and committed to their work. This positive motivation contributes to better performance.

7.2 Organizational Support:

Positive Influence: Organizational support plays a crucial role in employee performance. When organizations provide proper salaries, benefits, and create good working conditions, employees feel valued and appreciated. This positive perception of support enhances their commitment and performance.

Negative Impact: However, inadequate organizational support can have detrimental effects. Employees who lack support may experience decreased job

satisfaction and lower performance levels.

7.3 Motivation:

Key Driver: Motivation is a key driver of employee performance. When employees are motivated, they put in extra effort, exhibit higher productivity, and achieve better results.

Factors: Motivation can stem from various factors, including recognition, rewards, career growth opportunities, and a positive work environment. Organizations that prioritize these factors tend to have more motivated and high-performing employees.

In summary, a combination of effective training, strong organizational support, and intrinsic motivation contributes to optimal employee performance and organizational success.

8. Conclusion

Every training session's primary goal is to improve the performance of the participants, thus many kinds of firms create ongoing staff development and training plans. The goal of training is to prepare personnel for the outcomes of the program. Certain organizations design and carry out employee training programs without clearly defining their goals or purpose, or knowing what knowledge, skills, and abilities their staff will acquire at the conclusion of the course or whether they will be able to meet performance goals at work. The training program must therefore be created by the company with specific aims and objectives in mind, taking into account the needs of the individual as well as the needs of the company. The present study is primarily concerned with how employee performance can be improved through training, motivation, organizational support, and remuneration. In order for new hires and existing staff to be competent in their roles and carry them out effectively, training is essential. Additionally, it helps workers overcome any shortcomings in any area relevant to their jobs and gets them ready to take positions in an organization in the future. The company views training as the kind of investment that helps it gain a competitive edge while also yielding a strong return on investment. Workers are the company's unique, priceless resource, and their performance is largely responsible for every business's success or failure. As a result, businesses are prepared to spend money on training initiatives for the

advancement of their staff members after realizing this. Since it raises individual and company capability, effective training is seen as a critical component of better performance. It helps close the performance gap—that is, the difference between expected and actual employee performance—between what is needed of them and what really occurs. Any performance gap that can be filled with the right training was referred to as a training need. Training is one strategy among many to address performance gaps in employees while they are on the job. In particular, training increases employee performance and organizational productivity by fostering the development of skills, competency, and capacity. Employees need training programs as a stimulus to enhance their performance and capacities, which in turn boosts company production. As a result, training ought to be created with the needs and goals of the particular company in mind. The deliberate intervention aimed at achieving the learning required for improved employee performance is called effective training. The study supported the idea that employee performance is improved by training. In spite of the study making relevant contribution to both research and practice, there are gaps that can be addressed through future performance studies.

References

- [1] Adnjani, M. D. (2019). Media relations as an effort to shape the reputation of the organization. *Sultan Agung Scientific Magazine*, 45(119).
- [2] Bose, I. (2018). Employee Empowerment and Employee Performance: An Empirical Study on Selected Banks in UAE. *Journal of Applied Management and Investments*, 7(2), 71-82.
- [3] Brewster, C. (2007). Comparative HRM: European views and perspectives. *The International Journal of Human Resource Management*, 18(5), 769-787.
- [4] Chebat, J.-C., & Kollias, P. (2000). The impact of empowerment on customer contact employees' roles in service organizations. *Journal of service research*, 3(1), 66-81.
- [5] Diversity Inc. , <http://www.diversityinc.com/diversity-management/the-diversityinc-top-10-companies-for-people-with-disabilities-2/>
- [6] Elnaga, A., & Imran, A. (2013). The effect of training on employee performance. *European Journal of Business and Management*, 5(4), 137-147.
- [7] Evans, J. R. and Lindsay W. M., (1999), "The Management and Control of Quality", 4th edition, South-Western College Publishing, Cincinnati Ohio, USA.
- [8] F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106-121.
- [9] Güllü, T. (2016). Impact of training and development programs on motivation of employees in banking sector. *International Journal of Economics, Commerce and Management*, 4(6), 90-99.
- [10] Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice*, 19(2), 139-152.
- [11] Hanaysha, J., & Tahir, P. R. (2016). Examining the effects of employee empowerment, teamwork, and employee training on job satisfaction. *Procedia-Social and Behavioral Sciences*, 219, 272-282.
- [12] Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing *New challenges to international marketing* (pp. 277-319): Emerald Group Publishing Limited.

- [13] Iqbal, N., Ahmad, N., Haider, Z., Batool, Y., & Ul-ain, Q. (2013). Impact of performance appraisal on employee's performance involving the moderating role of motivation. *Oman Chapter of Arabian Journal of Business and Management Review*, 34(981), 1-20.
- [14] Jaenab, Usadha, I. D. N., & Rahmatia. (2023). The influence of teamwork and perceptions of organizational support on achievement employee Work. *Journal Of Business And Economics Research (Jbe)*, 4(1), 103–108.
- [15] Jermittiparsert, K., Suan, C., & Kaliappen, N. (2019). The Mediating Role of Organizational Commitment and the Moderating Role of Perceived Organizational Support in the Relationship Between Job Satisfaction and Job Performance of Educationists in Public Sector Institutes of Thailand. *International Journal of Innovation, Creativity and Change*, 6(10), 150-171.
- [16] Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140.
- [17] Karlinda, A. E., Nadilla, N., & Sopali, M. F. (2022). Organizational Support, Organizational Fairness and Organizational Commitment against the performance of employees at Pt. Batanghari Barisan Padang. *Journal of Ecobistek*. <https://doi.org/10.35134/ekobistek.V11i2.318>
- [18] Klinger, S., Mathis, N., & Jackson, S. (2009). Bullous Sweet syndrome associated with an aseptic splenic abscess. *Cutis*, 84(5), 255-258.
- [19] Kuranchie-Mensah, E. B., & Amponsah-Tawiah, K. (2016). Employee motivation and work performance: A comparative study of mining companies in Ghana. *Journal of Industrial Engineering and Management (JIEM)*, 9(2), 255-309.
- [20] Kurniawan, R., & Managi, S. (2018). Economic growth and sustainable development in Indonesia: an assessment. *Bulletin of Indonesian Economic Studies*, 54(3), 339-361.
- [21] Kurnia, R., Khansa, L., & Sopiah, I. *. (2023). Organizational Based Self-Esteem: A Systematic Literature Review. *Asian Journal Of Economics And Business Management*, 2022(2), 506–510. <https://doi.org/10.53402/Ajebm.V2i2.308>
- [22] Malik, M. S., & Aslam, S. (2013). Performance Appraisal and Employee's Motivation: A Comparative Analysis of Telecom Industry of Pakistan. *Pakistan*

Journal of Social Sciences (PJSS), 33(1).

- [23] Marbun, H. S., & Jufrizen, J. (2022). The mediating role of job satisfaction on the influence of organizational and environmental support work on the performance of employees at the Office of the Food Security and Livestock Office of North Sumatra Province. *Jesya (Journal Sharia Economics & Economics)*, 5(1). <https://doi.org/10.36778/Jesya.V5i1.617>
- [24] Mardikaningsih Faculty of Economics, R., Sunan Giri Surabaya, U., Jl Brigadier General Katamso, S. I., Waru, K., Sidoarjo, K., & Timur, J. (2023). Employee views on organizational support: Strengthening organizational commitment or turnover intention? *Investment and Sharia (Equity)*, 4(3).
- [25] Mardikaningsih Faculty of Economics, R., Sunan Giri Surabaya, U., Jl Brigadier General Katamso, S. I., Waru, K., Sidoarjo, K., & Timur, J. (2023). Employee views on organizational support: Strengthening organizational commitment or turnover intention? *Investment and Sharia (Equity)*, 4(3). <https://doi.org/10.47065/Ekuitas.V4i3.3052>
- [26] Nunnally, J. C., & Bernstein, I. (1994). Validity. *Psychometric theory*, 3, 99-132.
- [27] Ongori, H. (2009). Managing behind the scenes: A view point on employee empowerment.
- [28] Othman, Z. B., & Abdullah, N. F. (2016). The influence of compensation on job performance among employees in Malaysia. *amanombt.abdulrashid1, mohd noor azman bin othman2, mohd.*
- [29] Peter, J. P. (1979). Reliability: A review of psychometric basics and recent marketing practices. *Journal of marketing research*, 16(1), 6-17.
- [30] QADIR, G., SAEED, I., & KHAN, S. U. (2017). Relationship between Motivation and Employee Performance, Organizational Goals: Moderating Role of Employee Empowerment.
- [31] Randolph, W. A. (1995). Navigating the journey to empowerment. *Organizational dynamics*, 23(4), 19-32.
- [32] Raquib, M. A., Anantharaman, R., Eze, U. C., & Murad, M. W. (2010). Empowerment practices and performance in Malaysia-an empirical study. *International journal of business and management*, 5(1), 123.
- [33] Rashid, A., Anom, M., Othman, M., Othman, M. Z., & Fatini, N. (2016). The Influence of the Types of Compensation (Financial and Non-Financial) on Job Performance Among Employees at the Employees' Provident Fund (EPF) in

- Kuala Terengganu, Terengganu, Malaysia. *Global Journal of Business and Social Science Review*, 4(1), 24-30.
- [34] Rusu, G., Avasilcai, S., & Hutu, C. (2016). Employee Performance Appraisal: A Conceptual Framework.
- [35] Said, N. S. M., Zaidee, A. S. E. A., Zahari, A. S. M., Ali, S. R. O., & Salleh, S. M. (2015). Relationship between employee motivation and job performance: A study at Universiti Teknologi MARA (Terengganu). *Mediterranean Journal of Social Sciences*, 6(4), 632.
- [36] Shahzad, K., Bashir, S., & Ramay, M. I. (2008). Impact of HR practices on perceived performance of university teachers in Pakistan. *International review of business research papers*, 4(2), 302-315.
- [37] Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S., & Khanam, F. (2014). Impact of employee motivation on employee performance. *European Journal of Business and Management*, 6(23), 159-166.
- [38] Siregar, D. A. A., & Pasaribu, F. (2022). The effect of organizational support and compensation on tugboat crew performance through Job Satisfaction at Pt. Aman Bahari Kuala Tanjung. *Jesya (Journal of Sharia Economics & Economics)*, 5(1).
- [39] Siriattakul, P., & Jermisittiparsert, K. (2019). Impact of Transformational and Servant Leadership on Organizational Performance and Job Satisfaction: An Empirical Assessment of Pharmaceutical Firms in Thailand. *International Journal of Innovation, Creativity and Change*, 6(11), 73-101.
- [40] Sudiardhita, K. I., Mukhtar, S., Hartono, B., Sariwulan, T., & Nikensari, S. I. (2018). The Effect of Compensation, Motivation of Employee and Work Satisfaction to Employee Performance Pt. Bank Xyz (Persero) Tbk. *Academy of Strategic Management Journal*.
- [41] Sutiyono, W. (2007). Human resource management in state owned and private enterprises in Indonesia. *Bulletin of Indonesian Economic Studies*, 43(3), 377-394.
- [42] Thabhiranrak, T. & Jermisittiparsert, K. (2019). Towards Sustainable Functioning of Organization: Women Empowerment and Corporate Management Culture. *Journal of Security and Sustainability Issues*, 9(1), 321-332.
- [43] Umihastanti, D., & Frianto, A. (2022). The Effect of Organizational Support and Employee Engagement on Employee Performance Regional Civil Service.

Journal of Management Science, 10(2021).

- [44] Vermeeren, B., Steijn, B., Tummers, L., Lankhaar, M., Poerstamper, R.-J., & Van Beek, S. (2014). HRM and its effect on employee, organizational and financial outcomes in health care organizations. *Human resources for health*, 12(1), 35.
- [45] Yamoah, E.E. (2013). Relationship between compensation and employee productivity. *Singaporean Journal of Business, Economics and Management Studies*, 51(1115).
- [46] Zhu, Y., Warner, M., & Rowley, C. (2007). Human resource management with 'Asian' characteristics: a hybrid people-management system in East Asia. *The International Journal of Human Resource Management*, 18(5), 745-768.