



Learning and Development as a Strategic Tool for Employee Skill Development

Ajay Malviya

ajay.malviya830@gmail.com

Abstract – Learning and Development (L&D) has become an important strategic approach for organizations seeking to strengthen employee skills and maintain effectiveness in changing workplace environments. This paper examines the role of Learning and Development as a strategic tool for employee skill development, with particular attention to employee competencies, workplace performance, productivity, engagement, and adaptability. The study discusses the evolution of L&D from traditional training towards continuous learning, mentoring, coaching, workplace learning, digital learning, and personalized development. It also examines theoretical perspectives including Human Capital Theory, Social Learning Theory, and Adult Learning Theory, which explain how employees acquire and apply knowledge and skills. The paper highlights the importance of structured training and development programmes, soft-skills development, e-learning, virtual training, artificial intelligence, and technology-supported learning in addressing changing competency requirements. The discussion further emphasizes that effective L&D depends on organizational support, managerial encouragement, adequate resources, feedback, relevant training content, and opportunities to apply newly acquired skills in the workplace. Overall, the paper indicates that strategically aligned L&D can strengthen employee capabilities, improve performance and productivity, encourage engagement, support career development, and help organizations build an adaptable workforce capable of responding to technological and organizational changes.

Keywords - Learning And Development, Workplace Environments, Workplace Performance, Adaptability, Workplace Learning, Digital Learning, Human Capital Theory, Social Learning Theory, Soft-Skills Development, Virtual Training and Artificial Intelligence.

I. INTRODUCTION

Learning and Development (L&D) has become an important strategic function in modern organizations because employees need to continuously update their knowledge and skills in response to technological change, changing customer expectations, and evolving job requirements. Unlike traditional training, contemporary L&D focuses on continuous learning, competency development, career growth, and organizational capability. Organizations increasingly recognize that employee skills are an important resource for maintaining effectiveness and responding to competitive pressures. Effective development therefore requires organizations to identify competency gaps and provide learning opportunities that are relevant to both employees and organizational requirements. Research indicates that training and development can strengthen employee competencies and support organizational performance when development activities are properly designed and aligned with workplace needs (Rustam et al., 2024).

Employee skill development also contributes to employees' ability to perform current responsibilities and prepare for future roles. Training can improve technical competencies, workplace behaviour, adaptability, and professional capabilities, while development activities can encourage employees to take greater responsibility for their careers. However, the effectiveness of L&D depends not simply on providing training but on connecting learning with actual workplace application. Research has found that training can improve employees' knowledge, skills, work

behaviour, and job performance, demonstrating the importance of systematic employee development within organizations (Awang & Ismail, 2016).

II. BACKGROUND OF LEARNING AND DEVELOPMENT

Learning and Development refers to organizational processes designed to improve employees' knowledge, skills, abilities, and professional capabilities. Its role has expanded from conventional job-specific training toward continuous learning, career development, mentoring, coaching, digital learning, and preparation for future organizational requirements. This transformation has occurred because organizations operate in environments characterized by technological development, changing skill requirements, and increasing competition. Contemporary L&D therefore focuses on developing employees who can adapt to new responsibilities and contribute to organizational objectives. Research emphasizes the importance of continuous learning, digital literacy, adaptive skills, mentoring, personalized learning pathways, and organizational support in developing employee competencies (Rustam et al., 2024). Similarly, human resource development mechanisms such as learning, performance appraisal, and development activities can contribute to employee capability and teamwork, showing that employee development is broader than traditional training alone (Hourani, 2019).



1. Importance of Employee Skill Development

Employee skill development is important because organizations require employees who can perform effectively, adapt to workplace changes, solve problems, and contribute to organizational objectives. Continuous development also helps employees remain capable and professionally relevant.

- **Improved Employee Competence:** Training and development help employees acquire knowledge and competencies needed for their jobs, enabling organizations to address existing skill gaps and improve the overall quality of their workforce (Rustam et al., 2024).
- **Higher Job Performance:** Employee development can improve technical abilities and work-related competencies, allowing employees to perform their responsibilities more effectively and contribute to improved organizational outcomes.
- **Greater Adaptability:** Continuous learning enables employees to update their capabilities and respond to technological developments, changing organizational requirements, and new responsibilities more effectively (Rustam et al., 2024).
- **Career Development:** Skill development provides employees with opportunities to acquire competencies needed for professional advancement, increased responsibilities, and career progression within changing organizational environments (Raj, 2024).
- **Employee Motivation and Engagement:** Development opportunities can make employees feel that their organization supports their professional growth, potentially increasing motivation, participation, and engagement in workplace activities (Ismail et al., 2025).

2. Strategic Role of Learning and Development

Learning and Development plays a strategic role when employee development is directly connected with organizational objectives and future workforce requirements. Rather than treating training as an isolated HR activity, organizations can use L&D to identify skill gaps, strengthen employee capabilities, support innovation, and prepare employees for changing responsibilities. Strategic L&D connects individual development with organizational needs by ensuring that employees acquire competencies relevant to business priorities. It can also support strategic thinking, adaptability, and organizational competitiveness. Research conducted in Jordanian information technology companies found that human resource development strategies involving training, development, and learning programs were related to the development of employees' strategic thinking competencies. The findings indicate that organizations can use development activities not only to improve immediate job performance but also to build capabilities required for future organizational challenges. Therefore, L&D becomes strategically valuable when learning objectives, employee competencies, and organizational goals are integrated (Abu Bakir, 2019).

III. CONCEPT AND EVOLUTION OF LEARNING AND DEVELOPMENT

Learning and Development (L&D) refers to the systematic process through which organizations improve employees' knowledge, skills, abilities, and professional capabilities. It includes activities such as training, workplace learning, mentoring, coaching, career development, and continuous learning. The concept has gradually moved beyond traditional training programs that mainly focused on immediate job requirements. Modern L&D emphasizes continuous capability development and preparing employees to deal with changing technologies, work practices, and organizational expectations. This broader approach recognizes employees as important organizational resources whose skills need to be continuously developed to support both individual and organizational objectives. Research suggests that human resource development mechanisms can contribute to employee capability and organizational effectiveness when learning and development activities are appropriately structured (Hourani, 2019).

The evolution of L&D has also been influenced by changes in the nature of work. Organizations increasingly use digital technologies, online learning platforms, virtual training, and other technology-supported approaches to provide flexible learning opportunities. These approaches allow employees to access learning materials according to their work requirements and individual development needs. Digitalization has therefore encouraged organizations to make training more flexible, interactive, personalized, and accessible.

Contemporary L&D also recognizes that learning does not occur only through formal courses. Employees learn through workplace experiences, collaboration, mentoring, coaching, feedback, and problem-solving. This has changed L&D from a short-term training function into a broader system of continuous employee development. Consequently, organizations increasingly integrate learning activities with career development, performance improvement, and future skill requirements.

1. Evolution of Workplace Learning

Workplace learning has evolved from formal classroom-based training toward a broader process involving learning through everyday work experiences. Employees acquire knowledge by performing tasks, solving workplace problems, interacting with colleagues, receiving feedback, and responding to changing work situations. This approach recognizes that learning can occur continuously within the workplace rather than only during scheduled training programs. Research highlights that workplace learning supports individual and team development, although factors such as limited resources, inadequate feedback, lack of motivation, and insufficient organizational support can restrict employees' learning opportunities (Sasmitha et al., 2025).



Another important development has been the increasing use of mentoring and coaching as workplace learning methods. These approaches allow employees to learn from experienced colleagues and managers while receiving guidance, feedback, and support for professional development. Mentoring can also facilitate knowledge sharing and career growth, while coaching can focus more directly on improving performance and competencies. Recent research shows that workplace mentoring and coaching have become important components of contemporary employee development practices (Weinberg & Scandura, 2024).

2. Modern Approaches to Employee Development

Modern employee development increasingly uses flexible, technology-supported, and employee-centered approaches. Digital learning platforms, online training, virtual learning environments, and personalized learning systems allow employees to develop skills without depending entirely on traditional classroom-based programs. These approaches can make learning more accessible and adaptable to employees' work schedules and development requirements. Digitalization has also encouraged organizations to use technologies such as artificial intelligence, mobile learning, gamification, and virtual platforms to make training more interactive and outcome-oriented. Such approaches can support continuous learning while helping organizations respond to changing skill requirements.

Another modern approach is the integration of mentoring, coaching, and self-directed learning into employee development. Mentoring enables employees to learn from experienced individuals, while coaching provides guidance for improving specific competencies and performance. Self-directed learning gives employees greater responsibility for identifying their learning needs and pursuing relevant development opportunities. Research indicates that mentoring can support professional development and career growth, while peer and group mentoring can also contribute to soft-skill development and professional networking (Hryshchenko et al., 2025). Therefore, modern employee development increasingly combines formal training with digital learning, workplace experience, mentoring, coaching, and employee-led learning.

IV. THEORETICAL FOUNDATIONS OF LEARNING AND DEVELOPMENT

Learning and Development (L&D) is supported by several theories that explain how employees acquire knowledge, develop skills, and apply learning in the workplace. These theories help organizations design development activities according to employees' needs and workplace requirements. Human Capital Theory views employee knowledge, skills, education, and training as valuable investments that can contribute to productivity and organizational performance. From this perspective,

organizations invest in employee development because improved competencies can create benefits for both employees and the organization. Research on workplace skills planning found that training and development can positively contribute to human capital development and employee competencies (Madonda, 2021).

Social Learning Theory explains that employees can learn through observing, interacting with, and receiving guidance from other people. In organizations, employees may acquire skills through mentoring, coaching, teamwork, role modelling, and observation of experienced colleagues. Adult Learning Theory, particularly andragogy, emphasizes that adult employees bring previous experience to learning and are generally more motivated when learning is relevant to their work and allows some degree of self-direction. These theoretical foundations show that employee development is not limited to formal training but can occur through social interaction, workplace experience, and self-directed learning.

- **Human Capital Theory:** Human Capital Theory considers employees' knowledge, skills, competencies, and experience as forms of capital that can generate organizational value. Therefore, investment in training and development can strengthen employee capabilities, productivity, and organizational performance. Workplace skills planning research supports this view by showing that training contributes to human capital development and organizational objectives (Madonda, 2021).
- **Social Learning Theory:** Social Learning Theory explains that employees can develop knowledge and skills by observing and interacting with others. In workplaces, mentoring, teamwork, role modelling, feedback, and knowledge sharing provide opportunities for employees to learn from experienced colleagues and improve their professional capabilities (Leeder et al., 2019).
- **Adult Learning Theory:** Adult Learning Theory, particularly andragogy, emphasizes that adult learners are influenced by their previous experiences, practical needs, motivation, and desire for self-direction. In employee development, learning becomes more meaningful when workers can connect new knowledge with existing experience and apply it to workplace problems (Wang & Gordon, 2023).

V. EMPLOYEE SKILL DEVELOPMENT

Employee skill development refers to the systematic process of improving employees' knowledge, abilities, and competencies so they can perform their current responsibilities effectively and prepare for future roles. Organizations can develop skills through formal training, practical assignments, mentoring, coaching, workshops, and continuous workplace learning. Such activities help employees strengthen technical capabilities while also improving their confidence and ability to respond to



changing job requirements. Evidence from a Malaysian public university shows that induction, technical, and soft-skills training can positively influence employee performance, demonstrating the practical value of structured development activities. Skill development therefore helps employees remain capable and productive as organizational requirements change. (Sahoo, 2026)

Skill development is also a continuous process because workplace requirements change with technology, organizational restructuring, and market conditions. Employees learn not only through formal programmes but also through daily experiences, workplace challenges, feedback, and interactions with colleagues. However, workplace learning can be restricted by limited resources, insufficient support, weak feedback systems, resistance to change, and poor organizational culture. Therefore, organizations should create supportive learning environments and provide regular opportunities for employees to practise and apply new skills. A learning-oriented approach can strengthen individual capabilities while supporting effective organizational functioning and long-term workforce development. (Sasmitha et al., 2025)

1. Soft Skills and Behavioural Competencies

Soft skills and behavioural competencies are essential because they determine how employees communicate, cooperate, solve problems, manage relationships, and respond to workplace changes. Important competencies include communication, teamwork, adaptability, leadership, creativity, emotional intelligence, and problem-solving. These abilities complement technical knowledge and support effective performance in different organizational situations. Research on public administration employees found that soft skills were frequently used and that employees showed interest in further developing these competencies. The findings also indicate that digitalization increases the need for both professional and interpersonal capabilities. Therefore, organizations should integrate soft-skills development into employee learning programmes to strengthen workplace effectiveness, adaptability, and sustainable professional development.

VI. STRATEGIC LEARNING AND DEVELOPMENT PRACTICES

Strategic learning and development practices connect employee development activities with organizational objectives, workforce requirements, and future business needs. Instead of treating training as an isolated human resource function, organizations can use learning strategies to identify competency gaps, develop relevant capabilities, and support organizational performance. Strategic practices may include training programmes, coaching, mentoring, leadership development, workplace learning, and continuous professional development. Effective implementation requires systematic planning, programme design, delivery, and evaluation. Research indicates that a

clear learning and development strategy can help organizations build employee capabilities and create learning-oriented environments that support organizational performance and growth. (Nayak, 2018)

Strategic development also depends on organizational conditions that encourage employees to participate in learning and apply new knowledge at work. Management support, appropriate resources, feedback, and opportunities for practical application can strengthen the outcomes of development activities. Organizations should therefore combine formal training with workplace learning, where employees learn through everyday tasks, challenges, collaboration, and experience. A learning organization approach can support continuous improvement, employee development, technological adaptation, and innovation. It can also help organizations overcome barriers such as limited resources, resistance to change, inadequate training support, and weak learning cultures. Consequently, strategic learning should remain an ongoing organizational process rather than a one-time training activity. (Mpkhtar & Ishak, 2024)

1. Training and Development Programmes

Training and development programmes provide structured opportunities for employees to improve technical knowledge, professional competencies, workplace behaviours, and job-related capabilities. Effective programmes should begin with an assessment of employee and organizational needs so that training content addresses actual performance requirements. Organizations can use methods such as workshops, seminars, on-the-job training, mentoring, coaching, and digital learning according to the nature of the required skills. Systematic training can improve employee competence, productivity, flexibility, and organizational performance when learning is relevant and properly supported. Management involvement is also important because employees need encouragement and opportunities to apply newly acquired knowledge in their daily responsibilities. Training programmes should therefore be connected with organizational objectives and followed by evaluation to determine whether learning has produced meaningful improvements. A recent study emphasizes that formal training, managerial training, appropriate technology, and systematic development practices can contribute to improved organizational productivity and employee capabilities. (Arshad, 2025)

VII. DIGITAL LEARNING AND DEVELOPMENT

Digital learning and development uses technology to provide employees with flexible opportunities to acquire knowledge and develop workplace competencies. Digital approaches include learning management systems, online courses, mobile learning, virtual classrooms, digital resources, and interactive learning platforms. These methods can improve access to training and allow employees to learn across different locations and



schedules. They are particularly useful when organizations need to support continuous learning and rapid skill development. Research on changing staff training strategies shows that organizations increasingly combine direct and virtual learning to support competence development and respond to changing workplace requirements.

Digitalization also enables learning programmes to become more personalized, interactive, measurable, and adaptable. Artificial intelligence, gamification, mobile learning, virtual platforms, and learning analytics can support different stages of training, from needs analysis to evaluation. These technologies can help organizations track learning progress, identify development needs, and adjust training content according to employee requirements. However, effective digital learning requires suitable infrastructure, digital competence, employee engagement, leadership support, and alignment with organizational goals. Therefore, digital tools should be integrated into broader learning strategies rather than being adopted simply as technological replacements for traditional training methods.

1. E-Learning and Virtual Training

E-learning and virtual training provide employees with flexible methods for acquiring knowledge and developing professional skills through digital platforms. E-learning may include online courses, recorded lessons, interactive modules, digital assessments, and learning management systems, while virtual training can involve live online classes, remote workshops, and instructor-supported sessions. These approaches reduce geographical barriers and allow employees to participate in learning without being physically present at a training location. They can also support continuous development because employees can access learning resources when new knowledge or skills are required. Research on e-learning in workplace safety and health training indicates that digital learning can improve accessibility, engagement, and knowledge retention, although technological barriers and resistance to new methods may affect implementation. Therefore, organizations should combine appropriate technology, relevant content, learner support, and continuous evaluation to make virtual training effective. (Neukirchner., 2026).

2. Artificial Intelligence and Personalized Learning

Artificial intelligence is creating new opportunities for personalized learning by enabling training systems to analyse learner information and adjust content according to individual development needs. AI-supported systems can identify skill gaps, recommend learning materials, provide feedback, and create individualized learning pathways. In employee development, these capabilities can help organizations deliver training that reflects employees' existing knowledge, job responsibilities, and development goals. Research indicates that AI can support tailored training programmes and contribute to employee

engagement, motivation, knowledge retention, and organizational adaptability. (Ramachandran et al., 2024) At the same time, AI-based personalization should be implemented responsibly because organizations need to consider data privacy, transparency, fairness, and human oversight. AI can support trainers and managers by providing learning insights, but human guidance remains important for understanding workplace context and individual development needs. Recent research on AI use in employee training emphasizes personalized learning paths, real-time feedback, and immersive technologies as useful tools for improving training experiences. Therefore, organizations should combine AI capabilities with human supervision to create effective, ethical, and employee-centred development systems. (Buckley., 2026)

Learning and Development and Employee Performance

Learning and development (L&D) plays an important role in improving employee performance by strengthening the knowledge, skills, and abilities required for effective job performance. Through training, coaching, mentoring, and workplace learning, employees can improve their technical capabilities as well as their confidence and ability to handle work responsibilities. Effective development activities can also help employees understand organizational expectations and apply new knowledge to their jobs. Research indicates that training and development can improve employee effectiveness, performance, engagement, and satisfaction by providing employees with appropriate knowledge and tools for performing their roles. (Upadhyay, 2023)

The relationship between L&D and performance also depends on how learning is transferred to the workplace. Training becomes more valuable when employees have opportunities to practise new skills and receive appropriate support from managers and colleagues. On-the-job training, for example, allows employees to develop practical competencies while performing actual work responsibilities. Evidence from a university setting shows that on-the-job training can support employee upskilling, motivation, performance, and productivity. Therefore, organizations should provide continuous learning opportunities and create supportive work environments where employees can apply newly acquired skills. Such practices can strengthen individual performance and contribute to broader organizational effectiveness. (Mvuyisi & Mbukama, 2023)

Learning and Employee Productivity

Learning and development can contribute to employee productivity by improving employees' knowledge, skills, confidence, and ability to complete tasks efficiently. When employees receive relevant learning opportunities, they can improve their work methods, solve problems more effectively, and adapt to changing organizational requirements. Training can also provide employees with practical tools that help them perform their responsibilities



more effectively. Research examining training and employee productivity found a strong relationship between training and productivity, with job performance playing an important role in this relationship. This suggests that learning activities can contribute to productivity when employees are able to translate acquired knowledge and skills into improved workplace performance. (Kazi, 2018) Continuous learning is particularly important because employees need to update their competencies as technologies, processes, and customer expectations change. Learning organizations can support productivity by providing regular training, encouraging knowledge sharing, and creating opportunities for employees to apply new skills. Research also identifies employee training and development as important elements of organizational learning because they can support productivity, performance, adaptation, and organizational growth. Consequently, organizations should integrate learning into everyday work rather than depending only on occasional training programmes. (Mpkhtar & Ishak, 2024)

Training and Job Performance

Training is an important mechanism for improving job performance because it enables employees to acquire knowledge, develop relevant skills, and improve workplace behaviours. Well-designed training programmes can help employees understand their responsibilities, strengthen their ability to complete tasks, and respond more effectively to workplace challenges. Training effectiveness depends on factors such as the relevance of training content, appropriate delivery methods, employee participation, and opportunities to apply learning in the workplace. Recent research on civil service organizations found that training had a statistically significant effect on job performance, with behavioural and results-oriented outcomes being particularly important. This indicates that organizations should evaluate training not only by what employees learn but also by how effectively they apply their learning to workplace performance. (Getahun & Yohannes, 2025)

Learning and Development and Employee Engagement

Learning and development (L&D) can strengthen employee engagement by giving employees opportunities to improve their skills, achieve professional goals, and feel valued by their organization. Training and development activities can increase employees' motivation because they demonstrate organizational investment in employee growth. When employees receive relevant learning opportunities, they may become more involved in their work and more willing to contribute to organizational objectives. Research among manufacturing employees found that talent-based training and perceived organizational support were positively related to cognitive engagement and individual performance. This suggests that development opportunities can encourage employees to participate more actively in organizational activities and knowledge sharing. (Fachrunnisa et al., 2021)

Training can also strengthen engagement when employees perceive learning opportunities as relevant to their work and career development. A study of Nepalese commercial banks found that training efficiency, leadership support, and alignment of training with work were positively associated with employee engagement. This indicates that simply providing training may not be sufficient; employees also need useful programmes, supportive leadership, and opportunities to apply what they learn. Organizations can therefore improve engagement by linking L&D activities with employee needs, career opportunities, and organizational objectives. Continuous development can help employees maintain motivation, strengthen commitment, and participate more actively in workplace activities. (Niraula et al., 2025)

Organizational Support for Learning and Development

Organizational support is an important condition for successful learning and development because employees need resources, encouragement, and opportunities to participate in learning activities. Support can include financial resources, learning facilities, managerial encouragement, feedback, mentoring, and access to training programmes. When organizations provide these forms of support, employees are better positioned to acquire and apply new skills. Research shows that perceived organizational support, together with talent-based training, can contribute to cognitive engagement and individual performance. This highlights the importance of creating an environment where employees understand that learning is valued and supported by the organization. (Fachrunnisa et al., 2021)

Managers and organizational leaders also have an important role in supporting employee development. Leadership support can encourage employees to participate in training and can help them connect learning activities with their work responsibilities. Research in Nepalese commercial banks found that leadership support and training efficiency were positively associated with employee engagement. Supportive managers can therefore encourage participation, provide feedback, and create opportunities for employees to use newly acquired competencies. Such practices can make learning more meaningful and strengthen employees' involvement in organizational activities. (Niraula et al., 2025)

Organizational culture is another important factor because employees require a workplace environment that encourages continuous learning and improvement. Organizations can support this culture by integrating development into strategic planning, providing appropriate resources, and encouraging employees to learn from workplace experiences. Research on learning organizations emphasizes the importance of management support, training needs assessment, suitable programme design, technology, continuous evaluation, and feedback. These practices can help organizations overcome barriers such as limited resources, resistance to change, and difficulties in



transferring learning to the workplace. Therefore, organizational support should be treated as a continuous responsibility that enables employees to develop skills and contribute effectively to organizational goals. (Mpkhtar & Ishak, 2024).

VIII. CONCLUSION

Learning and Development (L&D) has emerged as a strategic tool for strengthening employee skill development and supporting organizational effectiveness in a rapidly changing workplace. The discussion in this study demonstrates that L&D has moved beyond traditional, job-specific training toward a broader and continuous approach involving formal training, workplace learning, mentoring, coaching, digital learning, career development, and self-directed learning. Effective L&D enables employees to improve technical competencies, soft skills, adaptability, problem-solving abilities, and professional capabilities while preparing them for future responsibilities. The study also highlights that employee development is closely associated with job performance, productivity, engagement, motivation, and career growth when learning opportunities are relevant and can be applied effectively in the workplace. Modern approaches such as e-learning, virtual training, mobile learning, artificial intelligence, personalized learning, and learning analytics provide organizations with greater flexibility in addressing changing skill requirements. However, technology alone cannot ensure successful development; managerial support, appropriate resources, feedback, learning culture, employee participation, and opportunities for practical application are equally important. The theoretical foundations of Human Capital Theory, Social Learning Theory, and Adult Learning Theory further emphasize that employee capabilities represent valuable organizational resources and that learning can occur through experience, interaction, guidance, and self-direction. Therefore, organizations should integrate L&D with strategic objectives, identify competency gaps systematically, design relevant development programmes, and continuously evaluate learning outcomes. Overall, strategic L&D can create a learning-oriented workforce that is better prepared to adapt to technological and organizational changes while contributing effectively to long-term organizational development and sustainable performance.

REFERENCES

1. Abu Bakir, S. M. (2019). Human resources development strategy and its role in promoting employees strategic thinking competencies: A study at Jordanian information technology companies. *European Scientific Journal*.
2. Arshad, A. (2025). Training and development techniques for enhancing organizational performance. *International Journal of Business, Management & Financial Insight*, 1(3).
3. Awang, A., & Ismail, R. (2016). Training impact on employee's job performance: A self evaluation. *Economic Research-Ekonomiska Istraživanja*, 23, 78–90.
4. Buckley, P. J., Elia, S., Gaur, A., Krakowski, S., Kuivalainen, O., & Pedota, M. (2026). Artificial intelligence and international business: Theoretical challenges, strategic implications, and research agenda. *Journal of World Business*, 101710.
5. Fachrunnisa, O., Gani, A., Nurhidayati, N., & Adhiatma, A. (2021). Cognitive engagement: A result of talent-based training to improve individual performance. *International Journal of Training Research*, 20, 141–159.
6. Getahun, B. L., & Yohannes, M. (2025). The effect of training on employees' work performance in civil service organizations. *Journal of Management and Business Education*.
7. Hourani, N. (2019). The impact of human resources development mechanisms on building teamwork. *Journal of Business & Retail Management Research*, 13(4).
8. Hryshchenko, M., Artemchuk, M., Zavhorodnya, L., Tymoshenko, Y., & Purhani, S. (2025). The role of mentoring in the employee professional development and career growth. *Sapienza: International Journal of Interdisciplinary Studies*.
9. Ismail, A., Arif, A., Deli, M. M., & Harun, S. N. (2025). Relationship between managers' roles in training programs and motivation to accomplish work: The mediating role of employee engagement. *International Journal of Organizational Leadership*.
10. Kazi, A. G. (2018). The mediating effect of job performance on the association between training and employees' productivity in public organizations in U.A.E. *International Journal of Entrepreneurial Research*, 1(1).
11. Koopman, R., Ehrenhard, M. L., & Groen, A. (2021). The chronological development of coaching and mentoring: Side by side disciplines. *International Journal of Evidence Based Coaching and Mentoring*, 19, 137–151.
12. Leeder, T. M., Russell, K., & Beaumont, L. C. (2019). "Learning the Hard Way": Understanding the workplace learning of sports coach mentors. *International Sport Coaching Journal*.
13. Madonda, S. E. (2021). The influence of workplace skills plan on human capital development at the eThekweni Municipality.
14. Mpkhtar, S. N., & Ishak, R. (2024). Learning organization: The importance of employee training and development. *International Journal for Multidisciplinary Research*, 6(4).
15. Nayak, S. (2018). Impact of learning and development strategy on organisational performance. *The International Journal of Business & Management*, 8, 19–26.
16. Neukirchner, S., Jensen, K. C., & Heuwieser, W. (2026). What participants learned from a standard



operating procedure-based e-learning course in calf care—A mixed methods evaluation. *Journal of Dairy Science*.

17. Niraula, G. P., Kharel, S., & FoM TU Asst. Dean. (2025). Impact of training and development on employee engagement in Nepalese commercial banks. *Nepalese Journal of Management Research*, 5(1).
18. Niraula, G. P., Kharel, S., & FoM TU Asst. Dean. (2025). Impact of training and development on employee engagement in Nepalese commercial banks. *Nepalese Journal of Management Research*, 5(1).
19. Raj, S. (2024). Impact of employee skill development practices on employees job satisfaction at The AEC Associates. *International Journal of Scientific Research in Engineering and Management*.
20. Ramachandran, K. K., Srivastava, A., Kumar, D., Cheepurupalli, N., & Rama, C. (2024). Developing AI-powered training programs for employee upskilling and reskilling. *Journal of Informatics Education and Research*, 4(2).
21. Rustam, A., Astuti, I. Y., & Safitri, U. R. (2024). Strategies for improving employee competencies in the digitalization era through training and human resource development. *The Journal of Academic Science*.
22. Sadewa, I., & Ridwan, R. (2024). The role of training and development in enhancing employee competence to realize an innovative and efficient organizational work environment. *Greenation Management and Business Review*.
23. Sahoo, M., Mishra, S., Panda, G., & Kumar, J. (2026). Enhancing Employee Skills and Fostering Innovation Through Artificial Intelligence in Organisational Training. In *Roadmap of Impactful Organizations: Innovation, Resilience, Agility, and Flexibility* (pp. 387-397). Cham: Springer Nature Switzerland.
24. Sasmitha, S., Dhanalakshmi, C., & Bharath, M. (2025). Workplace learning of employees & hindrances; need of organizational learning approach. *International Journal of Research in Commerce and Management Studies*.
25. Upadhyay, R. (2023). Role of training and development on employee performance: A quantitative investigation. *Psychology and Education*, 55(1).
26. Wang, V., & Gordon, K. A. (2023). Pairing leadership and andragogical framework for maximized knowledge and skill acquisition. *International Journal of Technology-Enhanced Education*.
27. Weinberg, F. J., & Scandura, T. (2024). Advancing the future of workplace development: Integrative approaches to mentoring and coaching. *Journal of Managerial Psychology*.