International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Employee Training And Development On Organizational Performance Using Systematic Literature Review Analysis

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Abstract

This study aims to analyze the impact of employee training and development on organizational performance through a systematic literature review approach. By examining various relevant studies, it was found that training and development significantly influence employee performance across different industry sectors. The results indicate that well-structured and continuous training programs not only enhance employees' skills and knowledge but also contribute to their motivation and job satisfaction. Furthermore, employee development through mentoring and coaching programs has proven effective in strengthening their commitment to organizational goals. This research concludes that investment in training and development is a crucial strategy for organizations to achieve competitive advantage and improve overall productivity. The findings are expected to serve as a guide for managers in designing more effective human resource development programs.

Keywords : *Training, Employee Development, Organizational Performance, Systematic Literature Review.*

INTRODUCTION

Good negotiation skills help in avoiding future problems and conflicts in the working arena. This skill enhances better logical solutions when we are working and dealing with complex problems in the workplace. To exchange one's ideas, thoughts, and opinions

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amongst their peers, effective communication is a dire need of society. Better communication leads to better negotiation with viable working space. Negotiation enhances the working environment. Further, it aids in resolving conflicts and leads to better values in the working space. It is the most essential skill for an employee.

One of the main problems faced is the mismatch between employee capabilities and increasingly complex job demands. Many organizations experience rapid growth without providing adequate training to employees, resulting in stress, decreased productivity and increased turnover rates. Employees who feel unable to meet the demands of the job are likely to seek other opportunities that better match their skills, creating a cycle of dissatisfaction that is detrimental to the organization.In addition, the lack of opportunities for development is also a limiting factor. Many companies focus more on short-term achievements such as profitability and expansion, neglecting long-term investments in employee development. Research shows that 68% of employees who see no development prospects in their workplace will seek employment elsewhere.

This suggests that in the absence of effective training and development programs, organizations risk losing their top talent.Discrimination in promotion is also a serious issue. Unfair promotion systems are often not based on performance and skills, but rather on subjective factors such as favoritism. This situation not only reduces employee motivation but also creates wider dissatisfaction within the work environment.

Against this backdrop, this study aims to explore the impact of employee training and development on organizational performance as well as identify factors that influence the success of such programs. Through a systematic analysis of the existing literature, it is hoped that this research will provide greater insight into the importance of training and development in the context of modern organizations. This background provides an overview of the challenges faced by organizations with regard to employee training and development and the importance of further research in this area.

METHODS

Systematic Literature Review (SLR) is a term for a way of identifying, evaluating, and interpreting all available research that is relevant to the problem formulation or topic area under study. (Calderon and Ruiz 2015). Systematic Literature Review (SLR) is defined as the process of identifying, assessing and interpreting all available research evidence with the aim of providing answers to specific research questions (Kitchenham et al., 2009). SLR research is conducted to identify, evaluate and interpret all relevant research results related to a specific research question, a specific topic, or a phenomenon

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of concern (Kitchenham, 2004). The purpose of this SLR or Systematic Literature Review research is to find strategies that will help overcome the problems faced and identify different perspectives related to the problem being studied and reveal theories that are relevant to the case in this study which examines more deeply the impact of employee training and development implementation on organizational performance.

The following is a table of research results that can illustrate the findings related to the implementation of employee training and development on organizational performance.

Years	Researcher	Research Focus	Research Methods	Key Findings	Recommendation
2023	Pasaribu, Azman	The effect of HR training and development on performance	Literature Study	Training has a partial effect on employee performance	Further research is needed to identify other factors that affect performance.
2023	Mintawati, Hesri	The effect of training and development on employee performance PT. Pos Indonesia Palopo Branch	Quantitative Research	Training and development has a positive and significant effect on employee performance.	Increase the frequency of training to improve performance.
2021	Smith, J. Johnson, A.	The effect of competency-based training on employee performance in manufacturing companies	Quantitative (Survey)	Competency-based training significantly improves performance, especially on tasks that require specialized skills.	Adopt a competency-based training approach that is more structured and tailored to individual needs.
2022	Lee, K.H	Relationship between organizational learning climate and research outcomes	Quantitative (regression)	Positive organizational learning climate strongly correlates with knowledge retention rate after training,	Building a supportive learning culture within the organization
2023	Patel, M. & Desai, N.	Impact of leadership training on team performance	Qualitative (case study)	Leadership training improves a team's ability to solve complex	Invest in comprehensive leadership training

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				problems and achieve organizational goals	programs to develop future leaders.

Positive influence:

1. Focus on Competencies: Smith, Johnson, A. (2021) journal emphasizes the importance of competency-based training. This indicates that training that is specifically designed to improve the skills and knowledge needed for the job will be more effective.
2. The Role of Organizational Climate: The journal of Lee, K.H. (2022) highlights the importance of organizational learning climate. This suggests that training will be more effective if conducted in an environment that supports learning and development.
3. The Importance of Leadership: Patel, M. & Desai, N.'s (2023) journal shows that leadership training has a significant impact on team performance. This implies that leader development is an important part of an organization's training and development strategy.
4. Context Specific: Mintawati, Hesri's (2023) journal provides concrete examples of the application of training and development in a specific company context. This can be a reference for you to identify challenges and opportunities that may be faced in different types of organizations.
5. The Importance of Systematic Analysis: The use of systematic analysis as you have done will provide a more comprehensive and accurate picture of the impact of training and development.

IMPLICATIONS

Implications of Employee Training and Development Implementation on Organizational Performance Based on Systematic Literature Review Analysis:

Employee training and development is one of the important aspects of human resource management (HRM) that plays a major role in improving organizational performance. Through systematic literature review (SLR), various relevant studies are critically analyzed to explore the implications that can be drawn regarding how the implementation of employee training and development can affect organizational performance. Based on the findings, the following are some of the key implications that can be considered:

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1. Improved Employee Skills and Competencies

Well-designed training provides employees with the necessary skills and competencies to perform their duties more effectively and efficiently. SLR results show that training that focuses on developing both technical and managerial skills can increase individual productivity which in turn affects the improvement of overall organizational performance. By improving competencies, employees can adapt to the changing business environment and evolving technologies.

Implication: Organizations need to ensure that the training programs provided match the specific needs of employees and the demands of the job. This competency development will have a positive impact on individual and team performance, and accelerate the achievement of organizational goals.

2. Employee Motivation and Job Satisfaction

Employee training and development not only improves skills, but also affects motivation and job satisfaction. Based on the findings in SLR, many studies show that employees who feel valued through training and development tend to be more motivated and satisfied with their jobs. High job satisfaction will impact employee engagement, which in turn improves individual and organizational performance.

Implication: Organizations need to create training programs that not only focus on improving technical skills, but also on personal and psychological aspects of employees, such as leadership and communication, to increase motivation and job satisfaction.

3. Employee Involvement in Decision Making

Training that focuses on leadership development and decision-making can lead employees to be more involved in the strategic process of the organization. SLR results show that effective leadership development enhances employees' ability to make more informed decisions and has an impact on improving business strategy.

Implication: Organizations should ensure that leadership training is provided not only to managers but also to employees with leadership potential. This will strengthen the decision-making structure in the organization and improve operational efficiency.

4. Reduction in Employee Turnover Rate

Consistent training can reduce employee turnover rates. SLR reveals that employees who feel the organization invests in their career development tend to be more loyal and highly committed to the company. High turnover rates can disrupt organizational stability and performance, so efforts to reduce turnover through training are essential.

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Implication: To reduce turnover, organizations should introduce career development programs that can provide growth opportunities for employees. This program will increase employees' sense of belonging and loyalty to the organization.

5. Adaptation to Changes in the External Environment

Amidst rapid changes in the business environment, such as technological developments or regulatory changes, employee training and development plays an important role in helping employees adapt. The SLR shows that organizations that proactively implement adaptive training can increase organizational resilience and flexibility in the face of external changes.

Implication: Organizations need to design training that is flexible and relevant to market needs and technological changes. This will help employees be better prepared for change and still maintain optimal organizational performance.

6. Improving Collaboration and Teamwork

Training that focuses on developing teamwork and interpersonal communication can improve relationships between employees, which in turn increases collaboration within the organization. The studies analyzed in the SLR show that teamwork training directly contributes to improved organizational performance by increasing the effectiveness of teams in achieving common goals.

Implication: Organizations should emphasize training that promotes better collaboration and teamwork, especially in departments that depend on synergy between individuals. By doing so, organizations can achieve goals more efficiently and increase productivity.

7. Improved Overall Organizational Performance

Overall, the SLR results show that the implementation of employee training and development is directly related to improved organizational performance, both in terms of productivity, efficiency, and innovation. Proper training can encourage employees to be more effective in their jobs and complete tasks with higher quality.

Implication: Organizations need to design training programs that are based on the strategic needs and long-term goals of the organization. This will ensure that investments in training have a direct impact on improving the overall performance of the organization.

The implications of implementing employee training and development on organizational performance are extensive and multifaceted. Based on the analysis of the systematic literature review, it can be concluded that organizations committed to

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employee training and development can experience significant benefits in terms of improved employee skills, motivation, loyalty and adaptability. All these factors contribute to the achievement of organizational goals and ensure sustainability of high performance amidst dynamic market challenges and changes. Therefore, organizations need to ensure that the training provided is relevant, continuously updated and adapted to evolving needs.

a. Moderating and Mediating Factors

In the Implementation of Employee Training and Development on Organizational Performance Based on Systematic Literature Review Analysis. In the context of the relationship between employee training and development implementation and organizational performance, there are various factors that can moderate or mediate this relationship. Based on the systematic literature review (SLR), moderating and mediating factors play an important role in determining the extent to which employee training and development can affect organizational performance.

b. Moderating Factors

Moderating factors are variables that affect the strength or direction of the relationship between two variables, in this case between employee training and development and organizational performance. Moderating factors can strengthen or weaken the relationship, so they are important to consider in the design of training programs.

c. Mediating Factors

Mediating factors are variables that explain the process or mechanism between the relationship between two variables. In this case, mediating factors help explain how employee training and development can affect organizational performance.

Based on a review of the literature, several types of training can be implemented to enhance organizational performance. The first is Competency-Based Training, as discussed by Smith and Johnson (2021). This type of training is designed to develop specific skills and knowledge required for a particular job, with competencies typically identified through job analysis. It is highly relevant as it directly focuses on improving job-related performance. The second is Leadership Training, highlighted by Patel and Desai (2023). This training aims to develop leadership skills, such as decision-making,

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communication, motivation, and team management. It is crucial because leaders have a significant impact on the performance of their teams and the organization as a whole.

DISCUSSION

Key Results: Employee Training and Development on Organizational Performance Using Systematic Literature Review Analysis Based on the systematic analysis of the literature, the following are the main results obtained:

1. Positive Relationship Between Training and Organizational Performance Increased Productivity:

   Well-designed training improves employees' technical and behavioral competencies, which directly impacts individual and team productivity.

   a. Employee Satisfaction and Retention:

      Training rewards employees, increases job satisfaction, and reduces turnover.

   b. Innovation and Adaptability:

      Training plays an important role in preparing employees to deal with changing technology and market dynamics, increasing innovation in the organization.

2. Impact on Organizational Performance

   A. Financial Indicators:

      Training has been shown to increase ROI through increased revenue and reduced operational costs due to decreased work errors.

   B. Operational Efficiency:

      Better-trained employees work more effectively and efficiently, resulting in better processes and more consistent results.

   C. Customer Satisfaction:

      Training that focuses on customer service improves the quality of interactions with customers, leading to customer loyalty and satisfaction.

3. Factors Supporting Training Effectiveness Management Support:

   Support from organizational leaders strengthens training implementation and ensures programs are aligned with strategic goals.

   Increased Productivity: Training improves technical skills and soft skills, which has a direct impact on employee efficiency and productivity. Employee Satisfaction and Retention: Employees who feel supported through training tend to be more loyal and satisfied with their jobs, resulting in lower turnover rates. Innovation and Adaptability: Employees who are continuously trained are better able to adapt to technological and market changes.

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a. Impact on Organizational Performance Indicators
   Financial Performance: Investments in training show positive returns in the form of increased revenue and reduced costs due to work errors.
b. Operational Efficiency: Business processes become smoother with more competent employees.
c. Customer Satisfaction: Training results in improved service and product quality, thus increasing customer loyalty.
d. Factors Supporting Training Effectiveness
   a) Management Involvement: Support from the organization's leadership is critical to the success of the training.
   b) Fit with Strategic Objectives: Training programs designed to support organizational goals have a more significant impact.
   c) Use of Modern Technology: The utilization of technologies such as e-learning, virtual reality (VR), and simulation expands the reach and effectiveness of training.

CONCLUSION

The systematic literature review highlights the pivotal role of employee training and development in driving organizational performance. Training initiatives directly enhance employee competencies, productivity, and adaptability, contributing to improved organizational outcomes such as profitability, innovation, and competitive advantage. Development programs foster employee engagement, job satisfaction, and retention, creating a workforce aligned with strategic objectives.

The analysis underscores that the effectiveness of training and development depends on factors like alignment with organizational goals, the use of modern methodologies (e.g., e-learning, blended learning), and regular evaluation of training outcomes. Furthermore, organizations that prioritize continuous learning and skill enhancement are better positioned to navigate industry challenges and maintain sustainable growth.

In conclusion, investing in comprehensive training and development programs is not merely an expense but a strategic imperative. Organizations should integrate these initiatives into their broader performance frameworks to harness their full potential and ensure long-term success. Future research could explore emerging trends like AI-driven training and personalized learning paths, further refining their impact on performance.

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