



Impact of training and development on employee job satisfaction and performance of selected polyclinics in Ghana

Bright Akoto

Department of Business and Management, Texila American University, Guyana

Abstract

In this study, I assessed the impact of training and development on employee job satisfaction and performance of two polyclinics in Ghana. The quantitative cross-sectional survey design was adopted. The purposive and convenient sampling technique was employed to collect data from 220 respondents who have undergone training and development at these facilities. Data analysis was by the use of Statistical Package for Social and Sciences v. 21. The study findings revealed a significant positive relationship between training and development and job satisfaction. Also, training and development impacted employee job performance positively. Additionally, job satisfaction was found to impact employee performance positively. Recommendations for health managers and area for future studies have been presented.

Keywords: Training and development, job satisfaction, employee performance, polyclinics

Introduction

Organizations operate in dynamic business environment due heightened competition. The need to survive the intensified competition has become a matter of great concern with organizations adopting workplace learning and continuous employee improvement through training and development programs and sessions (Kraiger & Ford, 2021) ^[21]. In buttressing this, McDonald & Hite (2023) ^[24] shared that successful organizations have invested more in training and human resource development. Thus, it is not surprising that employee training has become a multi-billion-dollar issue in industries worldwide (Hasan & Chowdhury, 2023) ^[15]. For instance, in 2020, training and development expenditure among U.S.A organizations increased from \$82.5 billion to \$101.8 billion in 2023 (Statista Research Development Report, 2023). Training as defined by Kalli *et al.* (2023) ^[19] is a series of activities embark upon by organizations that lead to knowledge or skill acquisition for employees' growth. Development on the other hand is gaining an increasingly critical and strategic imperative in organizations in the current business environment (Noe, 2020). ^[27] This underscores the significance of training and development in employee and organizational growth. Training and development is carried out in varied environments for the benefit of the learner and the organisation. For instance, on the job training helps employees to acquire adequate knowledge of their job in a better way (Hamid *et al.*, 2023) ^[14]. People learn from their practical experience much better as compared to bookish knowledge which emphasizes hard theories and often less practice. Under many instances, on the job training reduces cost and saves time (Febrian & Alfiyanti, 2023) ^[11]. It is better for the organizations to give their employees on the job training because it is cost effective and time saving (Hamid *et al.*, 2023) ^[14]. Studies have shown clearly that training and development increases the overall performance of an organization as well as increases employees' satisfaction to his work (Bhakuni & Saxena, 2023) ^[6]; Hasan & Chowdhury, 2023) ^[15], and also leading to both individual job satisfaction and performance level in an organisation (Mohammed *et al.*, 2023). ^[25] Job satisfaction is simply

considered as one's attitude towards his/her job. According to Specchia *et al.* (2021) ^[36], job satisfaction is a result of employees' perception of how well their job provides those things which are viewed as important". If the job satisfaction is high, the employees will perform better. On the other hand, if job satisfaction is low, there will be performance problems. Therefore, a person with a high level of job satisfaction holds positive attitudes towards his or her job, while a person who is dissatisfied with his or her job holds negative attitudes about the job (Penconek *et al.*, 2021) ^[32]. In the Malawian health sector where health employees work under stress due to the high nurses/doctor patient's ratio, training and development is seen imperative. Therefore, investigating the impact of training and development on employee job satisfaction and performance in the context of Ghana health sector is not far-fetched.

Problem statement

Scholars and practitioners in recent studies have increasingly acknowledged the importance of training and development (Bhakuni & Saxena, 2023) ^[6]; Hamid *et al.*, 2023) ^[14]. Kalli *et al.* (2023) ^[19] attribute this realization to the intense competition many organizations are faced with. Management is aimed at preparing employees adequately with the needed skills in their present jobs or task. The success or failure of any organization depends on employees and their skill sets. The skills of any employees depend on the training and development programmes which are adopted by company (Ling, 2021). It is important to mention that a skill of employees improves the efficiency, productivity and effectiveness of the organization (Ling, 2021). The cardinal purpose of training and development is to assist the organization achieves its short- and long-term objectives by adding value to its human capital. However, Jeni & Al-Amin (2021) ^[17] posit that training and development are not undertaken for the sake of training, but are rather designed to achieve some needs. There is a strong belief that training and development is related to organizational-level outcomes (Othayman *et al.*, 2022), ^[30] the theoretical rationale for this relationship has seldom been the focus of training and development research. As

noted by Nirtha *et al.* (2021),^[26] most models of training end with the transfer of individual-level outcomes to the training context. Most studies conducted in the area of training and development have been directed or focused towards the behavioral aspect of employee's aftermath of training and development sessions, such as, commitment (Nguyen, 2020),^[28] job satisfaction and organizational citizenship behavior (Alsafadi & Altahat, 2021) within the organizational setting. Nonetheless, relatively few studies have sought to examine the effect of training and development on both job satisfaction and performance simultaneously. Hence this study seeks to bridge this gap by investigating the phenomenon. Likewise, many organizations have undergone several training and development programmes to help employees obtain the necessary skills and capability to work effectively, however whether these programs improve their satisfaction and performance level towards their job need to be investigated. Another factor is that although various researches were conducted on the impact of training and development in organisations such as the financial sector (Bashar *et al.*, 2024),^[4] manufacturing sector (Hendriati *et al.*, 2024)^[16] hospitality industry (Firman, 2021)^[12], there appears to be little studies conducted to provide empirical support for the impact of training on attitudinal perspective such as employee's job satisfaction and performance both in the health sector of Ghana.

It is expected that the study will expose management in the health sector to formulate appropriate training and development programs to engender employee job satisfaction and performance. This will aid in developing and maintaining employee quality work life, which will provide an opportunity for employees' job satisfaction and self-actualization

Theoretical review

Organizational learning theory

The study is underpinned by the organisational learning theory. The theory can be originally traced back to Cyert (1963) and Argyris and Schon (1978). Argyris and Schon (1978) describe organizational learning as occurring when "members of the organization act as learning agents of the organization, responding to changes in the internal and external environments of the organization by detecting and correcting errors in organizational theory-in-use, and embedding the results of their enquiry in private images and shared maps of organization". The continuous learning of employee or individuals in an organisation ensures organisational success. Organisational learning is a critical source of sustainable competitive advantage (Nugroho, 2023)^[29] and an important driving force for organisational performance (Oyode & Ode, 2020)^[31]. According to Kılıç & Uludağ (2021)^[31, 20] organisational learning is a catalyst for innovation and an influential factor on organisational outcomes such as job satisfaction, employee performance and turnover intention.

Training and development

Training and development have been used interchangeably even though both relate to recognize education and support activities of improvements aimed at preparing and developing people (Noe, 2020),^[27] the two terms are separate activities in terms of their structures and aims (Othayman *et al.*, 2022).^[30] Nguyen (2020)^[28] explains

training as "any educational duty intended to enhance knowledge and skills for occupational purposes". It represents the process of learning used to support workers in acquiring work-related skills, knowledge and attitudes (Kalli *et al.*, 2023)^[19]. On the other hand, development refers to a process in which employees participate in improvement activities that facilitate the realisation of advanced competence for individual progress (Kraiger & Ford, 2021).^[21] This process entails systematic determinations that have a positive impact on people's knowledge and abilities for individual progress in the current and future occupations (Hendriati *et al.*, 2024)^[16]. Organizations embark on workshop training to help employees to improve their job-related performance. Training on the job can be used to improve competencies and behaviour of employees to encourage effective overall performance. In the views of Hasan & Chowdhury (2023)^[15], employees' morals and confidence can also be developed through on the job interventions, ensuring functional, advanced and competitive professionalism within organisations. Extant literature (Bhakuni & Saxena, 2023; Mohammed *et al.*, 2022)^[6, 25] concur that the aim of the training process is to help develop the organisations employee's skills, knowledge and attitude that have been regarded necessary for an effective performance of their work.

Empirical literature review of training and development and performance

According to Blanchard & Thacker (2023)^[7], no matter how carefully job applicants are screened, typically a gap remains between what the employee does know and what they should know. This means, how employees are able to effectively administer their task and assignments and also how they present their assignment to reflect the quality and good service desired by their companies will be dependent on the training received at work. Employee performance means how well employees perform on the job and assignments assigned them measured against the generally accepted measure of performance standards set by the organization. A plethora of literature has shared a positive correlation between training and development and employee performance. For instance, Abdulrahman & Mshelia (2022)^[1] examined impact of training and development on employees' performance in Ramat Polytechnic, Maiduguri and Federal polytechnic, Maiduguri. Base on the analysis, the authors' study revealed among others, a positive impact of training and development on employees' (lecturers) performance. Similarly, Ghalawat *et al.* (2020)^[13] examined the impact of training and development on employees' performance and productivity in Haryana. The study revealed that most of the respondents confirmed the important role of training and development on their performance and productivity. Base on extant literature, we hypothesize that:

H1: Training and development will have a significant positive relationship with employee job satisfaction

Empirical literature review on training and development and job satisfaction

Training and development have been identified in the literature as one of the key components of human resource practices that has a significant effect on job satisfaction (Aruldoss *et al.*, 2023; Thab, 2022)^[2, 38]. Improvement of

organizational productivity, increasing employee retention and satisfaction, and greater organisation commitment among others are benefits that can be obtained through training and development (Swanson, 2022) [37]. Jeni & Al-Amin (2021) [17] study in the Private banking sector of Bangladesh found out that generally training not only increases employees’ performance but also positively affects employees’ motivation and job satisfaction. Equally, Mampuru *et al.* (2024) [23] investigate the impact of training and development on job satisfaction, loyalty and retention among academics. The regression analysis revealed positive significant predictive relationships between training and development programmes and job satisfaction. Hence, it is important for organizations to emphasize employee training and development since it has a significant effect on other aspects employees job satisfaction. Based on what is known in literature, the study hypothesis that:

H2: Training and development will impact employee job satisfaction positively

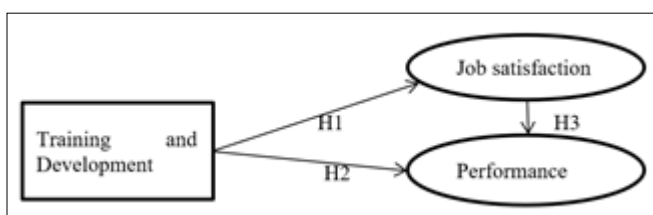
Empirical literature review of job satisfaction and performance

Job satisfaction is regard imperative for employee regarding their health and well-being and for an organisation, in terms of its productivity, efficiency, employee relations, absenteeism and turn-over (Egenius *et al.*, 2020) [9]. Job satisfaction is a complex variable and influenced by situational factors of the job as well as the dispositional characteristics of the individual (Saputra & Mahaputra, 2022) [35]. Research examining the relationship between job satisfaction and job performance has been conducted. da Cruz Carvalho *et al.* (2020) [8] determined the impact of motivation on job satisfaction and employee performance and found a positive effect of job satisfaction and employee performance. Also, Riyanto *et al.* (2021) [33] examined the effect of work motivation and job satisfaction on employee performance: mediating role of employee engagement and revealed that the effect of mediation through motivation and job satisfaction can have a significant effect on employee performance. Other studies have shown that the higher the job satisfaction of the employees, the better the behavior of the workers (Bella, 2023; Emmanuel & Agaha, 2021) [5, 10]. Satisfied employees are more in line with task decisions and contribute positively to organizational output and vice versa (Jeni & Al-Amin, 2021) [17]. Hence, the study hypothesizes that:

H3: Job satisfaction will positively impact employee performance

Conceptual framework

Figure 1 depicts the framework that relates training and development and job satisfaction and employee performance. Equally job satisfaction relates employee performance as shown in the figure



Author’s Construct, 2024

Methodology

The study adopted the quantitative cross-sectional survey design. The population for this study consists of all employees of two selected polyclinics in Ghana (i.e. Kasoa polyclinic and Amanfro polyclinic). The purposive and convenient sampling technique was employed to collect data from 220 respondents who have undergone training and development at these facilities. In order to evaluate the study’s objectives and hypotheses, a standardized questionnaire was used. The study made use of both primary and secondary data Primary data was gathered with the aid of a structured questionnaire. Secondary data was retrieved from journals, periodicals and text books. In analyzing the data, the Statistical Package for Social and Sciences v. 21 was used. Prior to the statistical analysis of the data collected, data cleaning and handling of missing values were done. Also, each questionnaire assigned to respondents was verified for completeness and consistency of response as well as incomplete questionnaires was excluded in the data entry. In terms of the inferential statistics, linear regression and Karl Pearson Product Moment Correlation Coefficient analysis were used. Respondents were informed about the purpose of the study as voluntary participation was encouraged. Respondents’ confidentiality and anonymity was guaranteed.

Results and discussions

Demographic characteristics of respondents

Out of the 220 employees surveyed, 130(59.1%) of the respondents were females whilst 90(40.9%) of the respondents were males. The dataset demonstrates female majority of the two health facilities as against male workers. Similar findings were recorded in Nigeria (Laing, 2021) With regards to the ages of health workers, respondents above 20 years were 25(11.4%), 45(20.4%) of the respondents were in the age bracket of 31-36, 60(27.3%) of the respondents were in the age bracket of 37-42, 50(22.7%) of the respondents were in the age bracket of 43-48 and 40(18.2%) of the respondents were in the age bracket of 49 years and above.

The study found that 90(40.9%) of the respondents had bachelor’s degree, 10(4.6%) of the respondents had master’s degree whilst 120(54.5%) of the respondents had other certificates.

From the dataset, 40(18.2%) of the respondent had 1-5 years’ experience in the health sector, 55(25.0%) of the respondent had 6-10 years’ experience in the health sector, 60(27.3%) of the respondent had 11-15 years’ experience in the health sector, 35(15.9%) of the respondent had 16-20 years’ experience in the health sector and 20(13.6%) of the respondent had 20 years and above experience in the health sector.

H1: Training and development will have a significant positive relationship with employee job satisfaction

Simple regression analysis

For this study, the use of one single independent variable, that is training and development was tested on the dependent variables (job performance and satisfaction), hence the use of a simple regression. A simple regression analysis enables a prediction of a single dependent variable from one or more independent variables. Multiple regressions are used when two or more independent

variables are tested on the dependent variables. Since the study tested only one single independent variable (training and development) on the dependent variables (job satisfaction and performance), the use of simple regression is considered appropriate. Summary of simple regression analysis of the relationship between training and development and job satisfaction is presented in table 1

Table 1: Summary of Regression between Training and Development and Performance Level

Variables	B	R ²	T	F	P-value
T&D-> P	.488	.462	14.640	60.206	.000**

Source: Field data, 2024

The results from table 1 indicates a direct effect of training and development on performance of employees. The statistics revealed a significant positive relationship between training and development and performance ($\beta = .488$, $t=14.640$, $p =0.00$). This means that increase in employees' performance was attributed to effective training and development programs organized by management. Thus, the predicted hypothesis training and development will be positively related to job performance level was supported. The study's findings mirror prior studies such as Baporikar (2024) [3]. In his study, the author found a positive correlation between training and development and employee performance and a statistically significant relationship between training and employee performance and development and employee performance. Ghalawat *et al.* (2020) [13] mentioned in his study that training and development programs is one of the vital human resource management practices which can positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on the job. This relation ultimately contributes to supreme organizational performance. Also, the result of Lang (2021) [22] study depicts the positive correlation between training and development and employee performance as $r=.233$. Thus, we can predict from this finding that it is not possible for the firm to gain higher returns without best utilization of its human resource, and it can only happen when firm is able to meet its employee's job-related needs in timely fashion. Training and development is the only way of identifying the deprived need of employees and then building their required competence level so that they may perform well to achieve organizational goals.

H2: Training and development will impact employee job satisfaction positively

Table 2: Summary of Simple Regression Analysis of the relationship between T&D and JS

Variables	B	R ²	T	F	P-value
T&D-> JS	.628	.537	18.280	48.482	.000**

Source: Field data, 2024

The result from the linear regression analysis in Table 1 above revealed a significant positive relationship between training and development and job satisfaction ($\beta=.628$, $t=18.280$, $p=0.00$). This means that the effect of training and development resulted to an increase in employees overall job satisfaction. Hence, the predicted hypothesis, training and development will have a significant positive relationship with employee's job satisfaction was accepted.

The statistical result of this study indicated a significant positive relationship between training and development and job satisfaction ($\beta=.628$, $p <.05$). The implication is that, the more employees perceived the training and development programmes initiated and implemented by health management, the more satisfied employees were with their job.

The findings of the study support the work of Jeni & Al-Amin (2021) [17]. In their study, Jeni & Al-Amin (2021) [17] found out that training and development not only increases employees' performance but also positively affects employees' motivation and job satisfaction. Similarly, the study of Yani & Prasojo (2024) [40] revealed that employee job satisfaction mediates training and development and employee performance. Also, Mampuru *et al.* (2024) [23] revealed positive significant predictive relationships between training and development programmes and job satisfaction, loyalty and retention among academic staff. Theoretically, organizations are likely to experience greater employee turnover and unanticipated costs associated with hiring and training new personnel in situations where employees, are not satisfied. Training and development can be used to eradicate employee unhappiness at work. The study makes the case that employee training and development could be a useful strategy in reducing workplace dissatisfaction. Employees trained to acquire the required skills and abilities, not only become effective performers but are also satisfied with their effective performance and are inspired to stay with their employers.

H3: Job satisfaction will positively impact employee performance level

Table 3: Summary of Pearson Correlation between Job Satisfaction and Performance Level

Variables	R	Sig(p)
JS-> PL	.604	.005**

Source: Field data, 2024

Note: N=220, $p<0.01$ (2-tailed)

The relationship between job satisfaction and performance was tested. This is depicted in table 3 above. It was revealed that job satisfaction was significant and positively associated with performance ($r=.604$, $p<.05$, $N=220$). This means that the higher employees' satisfaction to work, the higher their performance level. Findings confirm with da Cruz Carvalho *et al.* (2020) [8] who found a positive effect of job satisfaction on employee performance and also Riyanto *et al.* (2021) [33]. Employee job satisfaction is perhaps the most important aspect that critically influences performance and hence the success of organizations (Judge *et al.*, 2020) [18]. Job satisfaction is directly linked to an individual's happiness, as there is a positive relationship between job and life satisfaction (Judge *et al.*, 2020) [18]. Again, job satisfaction is said to be an important determinant of employee job performance as it keeps employees' attitude at work in good mood (Tria, 2023) [39]. If employees' attitude toward their organization is positive, it will reap optimistic outcomes in the form of performance and organizational productivity. Various studies have shown that the negative consequences of job satisfaction include absenteeism, tardiness and turnover (Penconek *et al.*, 2021; [32] Rokeman *et al.*, 2024) [34]. Therefore, managers should make appropriate investment in job satisfaction so that employees would achieve a higher level of performance (Nguyen, 2020). [28]

Conclusion

This study sought to investigate the impact of training and development on employee job satisfaction and performance level. From the literature reviewed, the study proposed that training and development would have a positive effect on job satisfaction and a positive effect on their performance level in relation to work. Additionally, it was proposed that job satisfaction and job performance nexus would be positively related. To this quest, the study drew on some concepts from previous studies including training and development, job satisfaction and performance. After collection of data from the two polyclinics, the key findings from the study are as follows:

In relation to numerous studies that found evidence of a positive relationship between training and development on job satisfaction, it emerged from this study that there was a significant positive relationship between training and development and job satisfaction. Thus, the impact of training increased employees' job satisfaction.

In addition, the study revealed a significant positive relationship between training and development on employee performance. In the context of this study, employees expressed satisfaction with regards to the quality of training and development programs that had a direct link to their job, thus contributed to employees' high-performance level in their work. Subsequently, the study revealed a significant positive relationship between job satisfaction and performance. Thus, the higher employees' satisfaction towards their job, the higher will be their work performance.

Recommendation

In terms of the study findings, the following recommendations are made:

Management of the health facilities should ensure a healthy and conducive working environment to support learning. The provisions of feedback to employees after training is recommended to enable employees identify areas requiring improvement in their work to enhance job satisfaction and performance. Also, management of the polyclinics should provide sufficient resources for training so as to improve the training and development programmes.

More so, management should encourage compulsory training programmes for all employees in order to improve the knowledge and understanding of annual business strategy and objectives.

Additionally, management is encouraged to appreciate the understanding and importance of training as HR strategy to reduce the cost of recruiting and training new staff members.

If training and development session are frequently conducted in the health facilities, it will provide an effective organisation which has the potential to engender employee satisfaction to affect performance.

Further research areas

As this research study was limited to two polyclinics, further studies could be replicated in other polyclinics in the country to ascertain whether other areas need similar attention. Again, a qualitative research study could be conducted to look at the impact of training and development on employee job satisfaction and performance. Qualitative methods would allow the researcher to use interviews to collect data from the respondents, as in-depth interviews give more information compared to questionnaires.

References

1. Abdulrahman A, Mshelia AG. Impact of Training and Development on Employee Performance: A Case Study of Ramat Polytechnic, Maiduguri and Federal Polytechnic, Damaturu. *International Journal of Advanced Academic and Educational Research*,2022;13(6):66-82.
2. Aruldoss A, Berube Kowalski K, Travis ML, Parayitam S. The relationship between work–life balance and job satisfaction: Moderating role of training and development and work environment. *Journal of Advances in Management Research*,202;19(2):240-271.
3. Baporikar N. Impact of Training and Development on Employee Performance at Public Enterprises. In *Advancing Student Employability Through Higher Education*, 2024, 234- 262 IGI Global.
4. Bashar A, Sakib MN, Rahman MM, Tabassum F, Sabah S. The role of top management commitment, employee involvement, and training and development on employee performance: evidence from the banking sector of an emerging economy. *Quality Management Journal*,2024;31(1):58-74.
5. Bella KMJ. Exploring the impact of workplace relationships and employee job satisfaction. *International Journal of Scientific Research in Modern Science and Technology*,2023;2(8):55-62.
6. Bhakuni S, Saxena S. Exploring the link between training and development, employee engagement and employee retention. *Journal of Business and Management Studies*,2023;5(1):173-180.
7. Blanchard PN, Thacker JW. *Effective training: Systems, strategies, and practices*. SAGE Publications, 2023
8. da Cruz Carvalho A, Riana IG, Soares ADC. Motivation on job satisfaction and employee performance. *International research journal of management, IT and social sciences*,2020;7(5):13-23.
9. Egenius S, Triatmant, B, Natsir M. The effect of job satisfaction on employee performance through loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan. *International Journal of Multicultural and Multireligious Understanding*,2020;7(10):480-489.
10. Emmanuel N, Agaha ANL. Testing the moderating effect of gender on job satisfaction and employees' behaviours relationship: Evidence from mobile telecommunication network (MTN) Buea, Cameroon. *European Scientific Journal* ESJ,2021;17(1):236-255.
11. Febrian WD, Alfiyanti S. The Analysis of Work Motivation, Job Training and Non-Physical Work Environment on Employee Performance. *Siber Journal of Advanced Multidisciplinary*,2023;1(3):133-145.
12. Firman A. The effect of career development on employee performance at Aswin Hotel and Spa Makassar. *Jurnal manajemen bisnis*,2021;8(1):133-146.
13. Ghalawat S, Malik JS, Kumari N. Impact of Training and Development on Employees' Performance and Productivity. *Indian Journal of Extension Education*,2020;56(3):95-100.
14. Hamid N, Riyadi S, Munizu M, Usmia S, Ali H. The Effect of Employee Training, Organizational Commitment and Self Efficacy on Employee Performance in the Hospitality Industry. *JEMSI (Jurnal*

- Ekonomi, Manajemen, dan Akuntansi),2023:9(3):692-696.
15. Hasan MM, Chowdhury SA. Assessing the Influence of Training and Skill Development Initiatives on Employee Performance: A Case Study of Private Banks in Dhaka, Bangladesh. *Malaysian Business Management Journal*, 2023;2(2):74-79.
 16. Hendriati Y, Sufa SA, Telaumbanua E, Uhai S. Analysis of the Impact of Organizational Culture, Employee Training, and Internal Communication on Employee Retention: A Case Study in the Manufacturing Industry in Indonesia. *International Journal of Business, Law, and Education*,2024:5(1):644-656.
 17. Jeni FA, Al-Amin M. The impact of training and development on employee performance and productivity: An Empirical Study on Private Bank of Noakhali Region in Bangladesh. *South Asian Journal of Social Studies and Economics*,2021:9(2):1-18.
 18. Judge TA, Zhang SC, Glerum DR. Job satisfaction. Essentials of job attitudes and other workplace psychological constructs, 2020, 207-241.
 19. Kalli KA, Abba YB, Bukar AG. An assessment of the effect of training and development on employee performance: A review perspective. *World Journal of Advanced Research and Reviews*,2023:18(2):258-270.
 20. Kılıç M, Uludağ O. The effects of transformational leadership on organizational performance: testing the mediating effects of knowledge management. *Sustainability*,2021:13(14):7981.
 21. Kraiger K, Ford JK. The science of workplace instruction: Learning and development applied to work. *Annual Review of Organizational Psychology and Organizational Behavior*,2021:8(1):45-72.
 22. Lang IF. The impact of training and development on worker performance and productivity in public sector organizations: A case study of Ghana Ports and Harbours Authority. *International Research Journal of Business and Strategic Management*, 2021, 2(2).
 23. Mampuru MP, Mokoena BA, Isabirye AK. Training and development impact on job satisfaction, loyalty and retention among academics. *SA Journal of Human Resource Management*,2024:22:2420.
 24. McDonald KS, Hite LM. Career development: A human resource development perspective. Routledge, 2023
 25. Mohammed NA, Mohammed D, Gana J. The impact of training and development on employee productivity in the 21st century. *African Journal of Management and Business Research*,2022:3(1):41-58.
 26. Nirtha EN, Ismanto BI, Sulasmono BS. LCL Model experiential learning-based training model development to improve teacher competence in designing learning. *JPI (Jurnal Pendidikan Indonesia)*,2021:10(3):430-440.
 27. Noe RA. *Employee training and development*. McGraw-Hill, 2020.
 28. Nguyen C. The impact of training and development, job satisfaction and job performance on young employee retention. *Job Satisfaction and Job Performance on Young Employee Retention (May 1, 2020)*, 2020.
 29. Nugroho EA. The Effect of Organizational Learning on Employee Performance Through Organizational Commitment. *Jurnal Syntax Admiration*, 2023, 4(8).
 30. Othayman MB, Mulyata J, Meshari A, Debrah Y. Challenges in the evaluation process of training and development programmes in public universities in Saudi Arabian higher education. *International Journal of Educational Management*,2022:36(2):206-217.
 31. Oyode N, Ode M. Transformational leadership and human resource development: Linking employee learning, job satisfaction, and organizational performance. *Human Resource Development Quarterly*,2020:31(4):393-421.
 32. Penconek T, Tate K, Bernardes A, Lee S, Micaroni SP, Balsanelli AP, Cummings GG. Determinants of nurse manager job satisfaction: A systematic review. *International Journal of Nursing Studies*,2021:118:103906.
 33. Riyanto S, Endri E, Herlisha N. Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*,2021:19(3):162.
 34. Rokeman NR. M, Kob CGC, Yaacob MNM. A Review of The Job Satisfaction Theory for Vocational College Education Perspective. *Journal of Modern Education*,2024:6(20):522-532.
 35. Saputra F, Mahaputra MR. Effect of job satisfaction, employee loyalty and employee commitment on leadership style (human resource literature study). *Dinasti international journal of management science*,2022:3(4):762-772.
 36. Specchia ML, Cozzolino MR, Carini E, Di Pilla A, Galletti C, Ricciardi W, *et al.* Leadership styles and nurses' job satisfaction. Results of a systematic review. *International journal of environmental research and public health*,2021:18(4):1552.
 37. Swanson RA. *Foundations of human resource development*. Berrett-Koehler Publishers, 2022.
 38. Thab C, Rath R, Norng P. Impact of Training and Development on Employee Performance through Job Satisfaction: A Case Study at ACLEDA Bank Plc,2022:2: 18.
 39. Tria JZ. Job satisfaction among educators: A systematic review. *International Journal of Professional Development, Learners and Learning*,2023:5(2):2310.
 40. Yani AS, Prasojo RE. The Effect of Employee Training and Development on Employee Performance moderated by Job Satisfaction in The North Jakarta Administrative City Water Resources Department. *IJHCM (International Journal of Human Capital Management)*,2024:8(1):1-10.