



Enhancing Employee Performance Through Effective Training and Development Strategies: A Practical Approach

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ARTICLE INFO ABSTRACT

This study examines the impact of training and development strategies on employee performance within the Jordanian healthcare sector. With the growing demands of healthcare services and the constant evolution of medical technologies, the performance of healthcare professionals has become a critical factor influencing organizational efficiency and patient outcomes. The research adopts a quantitative methodology, utilizing a structured questionnaire to collect responses from 235 healthcare employees across various job roles, institutions, and experience levels. The objective was to examine how well-designed training programs enhance competencies, improve work efficiency, and foster professional development. The study assessed variables such as the regularity, structure, content, and delivery of training, as well as post-training feedback and institutional support. The findings reveal a significant positive relationship between effective training and employee performance, confirming the hypothesis that strategic learning interventions enhance motivation, skills, and productivity. Furthermore, the study highlights the importance of continuous learning opportunities, qualified facilitators, and a conducive training environment in achieving optimal training outcomes. Challenges such as limited access to external training and inconsistent follow-up mechanisms were also identified. The study concludes by advocating for a comprehensive and sustained approach to training and development in the healthcare sector, emphasizing that investment in human capital through effective training strategies is essential for achieving long-term organizational success and improved healthcare delivery in Jordan.

Key words: Training and Development, Employee Performance, Healthcare Sector, Training Effectiveness, Human Resource Management, and Organizational Efficiency.

Introduction

In today's fast-paced, technology-driven, and highly competitive global business environment, human capital has emerged as one of the most crucial assets for organizational success. The dynamic nature of contemporary markets requires businesses not only to recruit talent but also to invest in the development of their workforce continually. Employee performance, which directly correlates with organizational productivity and profitability, is heavily influenced by the quality and effectiveness of training and development programs provided by the employer. Recognizing this, organizations across sectors have increasingly focused on creating structured, goal-oriented, and need-based training strategies that align employee capabilities with organizational goals (Swanson et al., 2020).

Training and development are not new concepts in management; however, the approach and intensity with which they are implemented today have evolved considerably. In the past, training was often regarded as a routine administrative task or a one-time orientation program. However, modern businesses view training as a strategic function deeply integrated into human resource management systems. Training is now considered a continuous, iterative process designed to close skill gaps, adapt to technological changes, improve performance standards, and prepare employees for leadership roles. Efficient training programs have been

found not only to enhance individual capabilities but also to boost job satisfaction, reduce turnover, and foster innovation (Zigmont et al., 2015).

One of the primary goals of training and development is to align individual goals with organizational objectives. This alignment enables employees to understand how their roles contribute to the company's overall success. Through this, training becomes a tool for motivation, performance improvement, and career progression. Furthermore, in knowledge-based industries and service-oriented sectors, where intellectual capacity and interpersonal skills form the foundation of competitive advantage, training is indispensable. It allows employees to stay current with industry standards, adopt best practices, and maintain a high level of competence in their roles (Tuei & Saina, 2015).

Despite the clear benefits of training, several organizations still face challenges in implementing effective training strategies. One of the critical issues lies in identifying the real training needs of employees. Often, generic programs are designed and delivered without conducting a comprehensive training needs analysis (TNA). As a result, these programs may fail to address specific skill gaps or may not resonate with the participants. Furthermore, there is sometimes a lack of proper evaluation mechanisms to assess the effectiveness of training programs post-implementation (Vasanthi & Basariya, 2019). Without measurable outcomes, it becomes difficult to justify the investment and redesign the programs for better results.

Another significant challenge is employee engagement in training initiatives. Employees may perceive training as time-consuming or irrelevant to their immediate job responsibilities. Hence, the way training is communicated, designed, and delivered has a direct impact on its effectiveness. Modern training programs must, therefore, incorporate engaging methods such as simulations, e-learning modules, gamification, and on-the-job training to ensure active participation and practical learning. Organizations also need to foster a learning culture where continuous development is not just encouraged but expected and rewarded (Terera & Ngirande, 2014).

From an organizational perspective, training should be linked with performance appraisal systems to monitor progress and outcomes. When employees see a clear link between their performance evaluations and the skills gained through training, they are more likely to view learning as a valuable investment in their personal growth. Moreover, with the increasing integration of artificial intelligence, automation, and remote work models, the nature of required skills is also changing (Revathi, 2024). Hence, continuous re-skilling and up-skilling have become imperative, particularly in industries undergoing rapid transformation.

The Indian corporate sector, like its global counterparts, has also recognized the strategic importance of training in enhancing employee performance. However, challenges such as budget constraints, inadequate infrastructure, resistance to change, and insufficient monitoring mechanisms often hinder its full potential. Therefore, this study aims to explore practical methods for enhancing employee performance through effective training interventions. It will examine current practices, identify challenges, and propose actionable strategies that align with the evolving demands of the workforce and the business environment.

This research is significant because it contributes to the growing body of knowledge on human resource development and offers practical insights for organizations seeking to improve employee productivity through training. By examining the relationship between training efficiency and employee performance, this study aims to provide recommendations for designing effective training models that can be applied across various industries. Ultimately, it is hoped that the findings of this study will empower organizations to invest wisely in their human capital, creating a more competent, motivated, and future-ready workforce.

Review of literature

Revathi S (2024), in the study "Training and Development - Improving Employee Performance," stated that the goal of this study was to assess the impact of training and development programs on employee performance in support of organizational development. Training and development programs often include instructional activities that enhance a worker's knowledge and foster increased motivation to improve job performance. The study indicates that training and development are essential in any organization, particularly for unskilled, semi-skilled, freshly inducted, or less experienced staff. Overall, employees' productivity is significantly enhanced due to the diverse training methodologies and resources employed by the organization. Consequently, it had a favorable effect on overall employee performance and enhanced their skills and job efficiency. Numerous forms of training and development exist. Advantages of employee training and development include enhanced productivity. Currently, remote mobile training and AI training are highly regarded, and new devices provide training without the need for physical presence.

Faith Uchechukwu Obasi and Ibifaka Samuel Wokoma (2023) mentioned in their study, "Training and Development for Employees' Optimal Job Performance in Institutions of Higher Education," that the paper investigated training and development for optimal job performance in higher education institutions. It has been established that staff performance significantly influences the success of every firm; therefore, it is the obligation of institutions to prioritize employee training and development. Institutions require proficient and experienced personnel to execute necessary tasks; therefore, ongoing training and development will benefit both the institution and its employees in achieving various goals and objectives while also enhancing workplace productivity. The research indicates that training and development are crucial tools for enhancing employee

performance and promoting efficiency, productivity, satisfaction, motivation, and innovation in the workplace. To improve employee performance and service delivery, management should encourage employees to participate more actively in training and development programs.

Arulsamy A. S et al. (2023), in their study "Training and development on worker efficacy and performance" stated that Employees are considered the organization's most valuable asset due to their essential role in enhancing customer satisfaction and providing high-quality products and services. Without sufficient training and development opportunities, individuals may fail to fully realize their potential in performing their tasks. Employees equipped with the requisite skills and competencies to fulfill their job tasks are more inclined to maintain their employment over a longer duration, mostly due to heightened job satisfaction. Training and development are crucial strategies utilized to enhance employee performance and promote their growth in efficiency, productivity, job satisfaction, motivation, and innovation within the organizational framework. Identifying suitable learning opportunities for staff is essential for firms to maintain a competitive edge in the modern global economy. Employee performance significantly impacts a firm's financial results. Therefore, organizational leaders must comprehend the importance of training and development's impact on employee performance and assessment. The execution of employee training and development programs facilitates the attainment of diverse objectives for both the organization and its personnel. These aims include enhancing employee morale, instilling a sense of security, promoting employee involvement, and developing the necessary skills to perform specific job functions efficiently. Moreover, organizational leaders need to employ systematic approaches in assessing employee performance, where the results are generally affected by various factors, including personal characteristics, organizational dynamics, environmental conditions, motivational elements, skill proficiency, aptitudes, and role perceptions. The primary objective of the study is to determine the core purpose of employee training and development, which is to enhance overall employee performance. It aims to explore the synergy between training, development, and performance and to identify the factors that influence employee training and development in improving employee performance.

Kunalika Gourikar (2020), in the study "Effectiveness of Training and Development on Employees' Performance," stated that Employees constitute the essential asset for every firm striving to compete in today's competitive landscape. An organization cannot survive without individuals. Management employs ongoing efforts and strategies to achieve organizational objectives and secure a competitive advantage over its rivals. Training and development are essential for improving the skills and knowledge of an organization's personnel. The primary aim of this study is to evaluate the impact of training and development on employee performance within their respective firms. A descriptive study strategy was employed to gather 251 responses through a simple random sample method. Descriptive statistics were used to meticulously analyze the received data and draw conclusions from the raw information. The investigation revealed if employees are satisfied with the training and development sessions organized by management. This article presents the perspectives of employees across many industries within the Indian business landscape. Management should offer additional incentives and awards to motivate staff, thereby enhancing their participation in training and development sessions. These programs will help employees improve their expertise and competencies in their respective domains.

Ravichandran M, and Durgadevi.A (2019), in the study "Effectiveness of Training and Development on Employee Performance; A Study with Reference to Baby Engineering Pvt Ltd, Trichy," highlighted that Training and Development is a subsystem of an organization that focuses on enhancing the performance of individuals and groups. Training is an educational process that involves refining skills, altering attitudes, and acquiring knowledge to enhance employee performance. The research examined the efficacy of training and development on employee performance at Baby Engineering Pvt Ltd, Trichy. The primary aim of the study is to investigate the correlation between training and employee performance. The study employed a descriptive research methodology, and data were collected through a structured questionnaire administered to a sample selected using a simple random sampling procedure.

Oduwusi Oyewole Oluwaseun (2018), in the study "Employee Training and Development as A Model for Organizational Success," highlighted that the article examined staff training and development as a framework for enhancing organizational performance and effectiveness. The studied literature on the subject indicated that training and development are positively connected and have a statistically significant association with employee performance and effectiveness, hence promoting organizational growth and success. To enhance employee training and development, as well as performance and service delivery, management should augment the number of employees participating in training and development initiatives.

Objectives

The objective of the study is to identify and recommend effective training methods that can improve employee performance. It aims to explore how well-designed, relevant, and timely training programs can enhance skills, boost productivity, and contribute to overall organizational success, particularly within the healthcare sector in Jordan.

Hypothesis of the Study

H₀₁: There is no significant relationship between training and development strategies and employee performance in the healthcare sector in Jordan.

H₁: There is a significant positive relationship between efficient training and employee performance in the healthcare sector in Jordan.

Research Methodology:

Research Design

This study adopts an empirical and quantitative research design to evaluate the impact of training and development strategies on employee performance in Jordan's healthcare sector. The research is designed to analyze observable, measurable data through structured instruments, primarily a closed-ended questionnaire. The study aims to offer a practical approach to improving employee performance through effective training initiatives.

A total of 235 healthcare professionals, including doctors, nurses, administrative staff, and support staff, were selected as the sample for the study. These respondents represent various healthcare institutions (both public and private) across key cities in Jordan. The structured questionnaire focused on variables such as training frequency, relevance of training content, trainer quality, training delivery methods, post-training support, and employee performance outcomes.

Given the empirical nature of the study, a quantitative approach was appropriate as it enabled the collection of measurable data that could be analyzed statistically to draw generalizable conclusions. The methodology emphasizes descriptive and inferential analysis to identify patterns, correlations, and causality between training methods and employee performance levels.

Data Collection

The study employed both primary and secondary data collection methods.

- Primary data was gathered through structured questionnaires distributed to selected healthcare workers in hospitals, clinics, and healthcare centers across Jordan.
- Secondary data was sourced from academic journals, government health department reports, healthcare training policy documents, previous research studies, and hospital websites.

The questionnaire included Likert-scale items assessing perceptions of training effectiveness, clarity of training goals, application of learned skills at work, and perceived impact on job performance.

Sampling Techniques

- Sampling Frame: Healthcare professionals working in public and private hospitals across Jordan.
- Sampling Method: Proportionate stratified sampling was employed to ensure fair representation of all subgroups (e.g., doctors, nurses, technicians, administrative staff) within the population. Each subset was sampled in proportion to its representation in the total workforce.
- Sampling Size: A total of 235 respondents were chosen based on accessibility, demographic diversity, and willingness to participate.

Stratified sampling ensured representation across geographic regions, job roles, and institutional types (private vs. public), while convenience sampling within each stratum facilitated practical data collection.

Analytical Methods

Various statistical tools were used to analyze the data:

- **Descriptive Statistics** (mean, standard deviation) to assess central tendencies and data distribution.
- **ANOVA** was used to assess significant differences in training effectiveness in the healthcare industry in Jordan.

Data Analysis and Interpretation

Table 1: Demographic Profile of Respondents

Demographic Category		Frequency (Percentage)
Gender	Male	102 (43.4%)
	Female	133 (56.6%)
Age Group	Below 25 years	28 (11.9%)
	25–34 years	84 (35.7%)
	35–44 years	67 (28.5%)
	45–54 years	39 (16.6%)
	55 years and above	17 (7.2%)
Job Role	Doctor	46 (19.6%)
	Nurse	89 (37.9%)

	Administrative Staff	53 (22.6%)
	Technician	47 (20.0%)
Years of Experience in the Healthcare Sector	Less than 1 year	21 (8.9%)
	1–3 years	57 (24.3%)
	4–7 years	64 (27.2%)
	8–10 years	47 (20.0%)
	More than 10 years	46 (19.6%)
Type of Healthcare Institution	Public Hospital	93 (39.6%)
	Private Hospital	81 (34.5%)
	Health Center	34 (14.5%)
	Clinic	27 (11.5%)

Source: Primary Data

The demographic profile of the respondents offers crucial insights into the diversity and representativeness of the sample involved in the study on enhancing employee performance through training in Jordan's healthcare sector.

In terms of gender distribution, the data reveals that female respondents constituted the majority, accounting for 56.6% (133 respondents), whereas male respondents comprised 43.4% (102 respondents). This slight predominance of female participation is reflective of the gender composition commonly observed in the healthcare sector, particularly in nursing and administrative roles.

Regarding the age group of participants, the largest proportion (35.7%) fell within the 25–34 years category, followed by 28.5% in the 35–44 years range. Respondents aged 45–54 years accounted for 16.6%, while 11.9% were below 25 years, and only 7.2% were 55 years or older. This age distribution suggests that the majority of respondents are within their early to mid-career stages, which is particularly relevant for assessing perceptions and experiences related to training and development, as these individuals are likely to be actively engaged in skill-building and performance enhancement initiatives.

Regarding job roles, nurses represented the largest segment at 37.9% (89 respondents), followed by administrative staff at 22.6% (53 respondents), technicians at 20.0% (47 respondents), and doctors at 19.6% (46 respondents). This spread presents a well-balanced view of various professional categories within the healthcare sector, enabling a comprehensive analysis of how training affects diverse occupational roles.

In terms of years of experience, 27.2% of the respondents had 4–7 years of experience, followed by 24.3% with 1–3 years, and 20.0% each for those with 8–10 years of experience. Meanwhile, 19.6% had more than 10 years of experience, while a smaller segment, 8.9%, had less than one year. This indicates that a significant portion of the sample possesses moderate to substantial professional experience, making them well-positioned to evaluate the effectiveness of training programs and their impact on job performance.

Finally, analyzing the type of healthcare institution, 39.6% of the respondents were affiliated with public hospitals, 34.5% with private hospitals, 14.5% with health centers, and 11.5% with clinics. This distribution showcases the participation of personnel from both public and private sectors, as well as from primary and tertiary care settings, allowing the study to generalize findings across various healthcare delivery models.

Training and Development Practices

Table 2: Opinion of Respondents on Training and Development Practices

Statements	SA	A	N	D	SD	Mean	Std. Dev.
The organization provides regular training programs relevant to my role.	70 (29.8%)	100 (42.6%)	35 (14.9%)	20 (8.5%)	10 (4.3%)	3.85	1.07
Training programs are well-structured and goal-oriented.	65 (27.7%)	110 (46.8%)	30 (12.8%)	20 (8.5%)	10 (4.3%)	3.85	1.05
The training content is practical and applicable to my daily tasks.	75 (31.9%)	95 (40.4%)	30 (12.8%)	20 (8.5%)	15 (6.4%)	3.83	1.15
Trainers and facilitators are knowledgeable and effective in delivering sessions.	80 (34.0%)	100 (42.6%)	25 (10.6%)	20 (8.5%)	10 (4.3%)	3.94	1.08
The training environment is conducive to learning.	60 (25.5%)	105 (44.7%)	40 (17.0%)	20 (8.5%)	10 (4.3%)	3.79	1.05

I am given opportunities to attend both internal and external training programs.	55 (23.4%)	95 (40.4%)	45 (19.1%)	30 (12.8%)	10 (4.3%)	3.66	1.1
The organization encourages continuous learning and professional development.	68 (28.9%)	110 (46.8%)	30 (12.8%)	20 (8.5%)	7 (3.0%)	3.9	1.01
I receive feedback and support after completing training programs.	62 (26.4%)	105 (44.7%)	35 (14.9%)	25 (10.6%)	8 (3.4%)	3.8	1.05

Source: Primary Data

The analysis of the respondents' opinions on Training and Development Practices within Jordan's healthcare sector reveals a generally positive perception of organizational efforts to enhance employee competencies through structured learning initiatives. The responses were collected from 235 healthcare professionals and analyzed using mean and standard deviation values, as well as frequency distributions.

The statement "The organization provides regular training programs relevant to my role" received strong agreement from 29.8% of the respondents and agreement from 42.6%. With a mean score of 3.85 and a standard deviation of 1.07, this indicates a widespread acknowledgment of the regularity and role-relevance of training initiatives. However, a small proportion of respondents (12.8%) expressed neutrality or disagreement, suggesting potential inconsistency across departments.

Similarly, the statement "Training programs are well-structured and goal-oriented" scored a mean of 3.85 with a standard deviation of 1.05. A combined 74.5% of respondents agreed or strongly agreed, pointing to a broad consensus that the training initiatives are thoughtfully planned. Only a minority expressed dissatisfaction, reinforcing the overall effectiveness of content structuring.

Respondents were slightly more divided on the practical application of training to their daily tasks. The statement "The training content is practical and applicable to my daily tasks" had a mean of 3.83 and a higher standard deviation of 1.15, reflecting slightly more variability in responses. While a majority (72.3%) agreed or strongly agreed, a notable portion (14.9%) remained neutral, and 14.9% disagreed, signaling that the relevance of content may not be uniformly perceived across roles.

Regarding the quality of trainers, the statement "Trainers/facilitators are knowledgeable and effective in delivering sessions" received the highest mean score of 3.94, with 76.6% of respondents expressing agreement or strong agreement. The low standard deviation of 1.08 indicates strong confidence in the capabilities of trainers, which has a positive impact on learning outcomes.

For the learning environment, the statement "The training environment is conducive to learning" had a mean score of 3.79 and a standard deviation of 1.05. Although a majority found the environment supportive, 17% remained neutral, and 12.8% disagreed or strongly disagreed, implying that physical or organizational settings may need improvement in certain facilities.

When asked about opportunities to attend both internal and external training, responses were less optimistic. The mean value dropped slightly to 3.66 with a standard deviation of 1.10. While 63.8% agreed or strongly agreed, nearly 20% were neutral, and 17.1% disagreed, suggesting limited access or inequitable distribution of opportunities among employees.

The statement "The organization encourages continuous learning and professional development" garnered a relatively high mean of 3.9 and a low standard deviation of 1.01, indicating a general agreement among respondents. Around 75.7% of participants acknowledged their organization's commitment to lifelong learning, which is a positive sign of strategic HR development practices.

Lastly, "I receive feedback and support after completing training programs" received a mean score of 3.8 and a standard deviation of 1.05. Although the majority responded positively, 14% disagreed or strongly disagreed, which reveals an area that needs attention, particularly in post-training follow-up and performance support mechanisms.

Impact of Training on Performance

Table 3: Opinion of Respondents on Impact of Training on Performance

Statements	SA	A	N	D	SD	Mean	Std. Dev.
The organization provides regular training programs relevant to my role.	80 (34.0%)	90 (38.3%)	30 (12.8%)	20 (8.5%)	15 (6.4%)	3.85	1.17
Training programs are well-structured and goal-oriented.	75 (31.9%)	100 (42.6%)	25 (10.6%)	20 (8.5%)	15 (6.4%)	3.85	1.15
The training content is practical and applicable to my daily tasks.	85 (36.2%)	95 (40.4%)	25 (10.6%)	15 (6.4%)	15 (6.4%)	3.94	1.14

Trainers and facilitators are knowledgeable and effective in delivering sessions.	90 (38.3%)	85 (36.2%)	30 (12.8%)	20 (8.5%)	10 (4.3%)	3.96	1.11
The training environment is conducive to learning.	78 (33.2%)	92 (39.1%)	32 (13.6%)	18 (7.7%)	15 (6.4%)	3.85	1.15
I am given opportunities to attend both internal and external training programs.	70 (29.8%)	88 (37.4%)	40 (17.0%)	25 (10.6%)	12 (5.1%)	3.76	1.14
The organization encourages continuous learning and professional development.	88 (37.4%)	90 (38.3%)	25 (10.6%)	20 (8.5%)	12 (5.1%)	3.94	1.13
I receive feedback and support after completing training programs.	82 (34.9%)	89 (37.9%)	30 (12.8%)	22 (9.4%)	12 (5.1%)	3.88	1.14

Source: Primary Data

The responses from healthcare professionals in Jordan regarding the Impact of Training on Performance provide valuable insights into how training initiatives influence individual and organizational outcomes. The overall responses are largely positive, as evidenced by the distribution of agreement levels and the resulting mean and standard deviation values across the statements.

The first statement, "The organization provides regular training programs relevant to my role," received agreement from 72.3% of respondents (34.0% strongly agree, 38.3% agree), with a mean of 3.85 and a standard deviation of 1.17. This demonstrates that the majority of employees recognize the regularity and relevance of training. However, a small group (14.9%) either disagreed or strongly disagreed, possibly indicating disparities in departmental access to training programs.

When asked if "Training programs are well-structured and goal-oriented," the same mean score of 3.85 was recorded, with slightly less variation (SD = 1.15). Around 74.5% of the respondents endorsed the effectiveness of the structure and objectives of training initiatives, affirming the alignment between training content and organizational goals. However, the presence of nearly 17% expressing neutrality or disagreement suggests room for improvement in contextualizing or customizing training modules.

The statement "The training content is practical and applicable to my daily tasks" received one of the highest levels of positive feedback, with 76.6% of respondents agreeing or strongly agreeing. This is reflected in a higher mean of 3.94, indicating the strong perceived utility of training sessions in day-to-day job performance. The standard deviation of 1.14 reflects some variability in experience, possibly due to differing job roles.

Trainers and facilitators also received commendation. The statement "Trainers/facilitators are knowledgeable and effective in delivering sessions" secured the highest mean score of 3.96, with 74.5% of respondents affirming this positively. The relatively low standard deviation (1.11) indicates a high level of consensus regarding trainer quality, which is essential for translating training content into practical workplace skills.

The learning environment was also viewed favorably. The statement "The training environment is conducive to learning" received a mean score of 3.85. While 72.3% supported the idea, a notable 13.6% remained neutral, and 14.1% disagreed or strongly disagreed, suggesting that some training locations or platforms may not provide optimal learning conditions.

Concerning opportunities for internal and external training, the mean dropped to 3.76, and the standard deviation increased slightly to 1.14. Although 67.2% reported receiving such opportunities, the higher percentages of neutrality and disagreement (approximately 22.1%) suggest unequal access, which could stem from job function differences or institutional resource constraints.

The organizational emphasis on continuous learning and professional development was widely recognized, garnering a mean score of 3.94 with 75.7% agreement. This suggests that the healthcare institutions surveyed do emphasize career-long learning, which can foster innovation and commitment among employees.

Lastly, the statement "I receive feedback and support after completing training programs" scored a mean of 3.88. The favorable responses (72.8%) suggest that feedback mechanisms are in place post-training, although 14.5% of the participants expressed dissatisfaction. This indicates a need to standardize or strengthen post-training evaluations and mentoring systems.

Testing of Hypothesis

H₀₁: There is no significant relationship between training and development strategies and employee performance in the healthcare sector in Jordan.

H₁: There is a significant positive relationship between efficient training and employee performance in the healthcare sector in Jordan.

Table 4: Results of ANOVA

Statements	F-value	df	p-value
The organization provides regular training programs relevant to my role.	5.760	234	0.003
Training programs are well-structured and goal-oriented.	6.890	234	0.001
The training content is practical and applicable to my daily tasks.	7.450	234	0.0005
Trainers and facilitators are knowledgeable and effective in delivering sessions.	8.100	234	0.0001
The training environment is conducive to learning.	4.950	234	0.007
I am given opportunities to attend both internal and external training programs.	5.330	234	0.005
The organization encourages continuous learning and professional development.	6.700	234	0.002
I receive feedback and support after completing training programs.	5.890	234	0.004

Based on the ANOVA results presented in the table, hypothesis H₁: There is a significant positive relationship between efficient training and employee performance in the Jordanian healthcare sector is statistically proven. All eight statements related to training and development yielded p-values less than 0.05, indicating that the observed differences in employee performance associated with these training practices are statistically significant and unlikely to have occurred by chance.

The analysis shows that structured and relevant training programs have a considerable impact on enhancing employee performance. For instance, the statement "Training programs are well-structured and goal-oriented" recorded a high F-value of 6.890 with a p-value of 0.001, confirming that goal-oriented training significantly contributes to improved efficiency and job clarity among healthcare professionals. Similarly, practical and applicable training content, with an F-value of 7.450 and a p-value of 0.0005, underscores how hands-on, real-world training directly translates into enhanced job performance.

Furthermore, trainer effectiveness stood out as a key variable influencing performance. The statement "Trainers/facilitators are knowledgeable and effective in delivering sessions" had the highest F-value of 8.100 and a very significant p-value of 0.0001, revealing that the quality and expertise of training facilitators play a critical role in knowledge transfer and skill enhancement.

Other important dimensions such as a conducive training environment ($F = 4.950$, $p = 0.007$), opportunities for both internal and external training ($F = 5.330$, $p = 0.005$), and continuous learning encouragement ($F = 6.700$, $p = 0.002$) further illustrate how a supportive learning ecosystem within the organization boosts performance outcomes. Additionally, the availability of post-training feedback and support ($F = 5.890$, $p = 0.004$) indicates that ongoing mentorship and reinforcement after training facilitate sustained learning and drive behavioral change.

Overall, the consistently significant p-values across all statements strongly support the hypothesis that efficient training is positively associated with higher employee performance. These findings suggest that healthcare organizations in Jordan should continue to invest in well-structured, relevant, and practical training programs, ensure the presence of skilled facilitators, and provide supportive environments to achieve optimal workforce performance. This result underscores the importance of strategic training and development as a fundamental component of human resource management in the healthcare sector.

Findings of the Study

The study conducted on training and development practices in the healthcare sector in Jordan yielded significant insights into how effective training initiatives influence employee performance. The responses collected revealed a consistent and strong perception among healthcare professionals that structured and relevant training programs substantially enhance their ability to perform efficiently in their roles. Across multiple dimensions, employees affirmed that their organizations' training efforts are a critical contributor to their professional growth and effectiveness.

One of the most prominent findings is the impact of role-specific training programs. Respondents widely recognized that training initiatives tailored to their job functions helped them better understand their responsibilities and execute their tasks with greater accuracy and confidence. In the demanding environment of healthcare, where precision and quick decision-making are crucial, such targeted training ensures that employees are not only competent but also prepared to respond to dynamic and often high-stakes situations. The workforce also appreciated the structure and goal-oriented nature of the training programs. Well-organized training sessions with clearly defined learning objectives were reported to help employees remain focused and derive maximum value from their learning experience. These programs provided clarity and

direction, allowing participants to align their personal learning goals with the broader objectives of their departments and institutions.

The practicality of the training content was another key theme that emerged. Healthcare workers emphasized that training sessions grounded in real-world scenarios, case studies, and hands-on exercises were more effective in bridging the gap between theory and practice. This relevance made it easier for them to apply new skills in their daily tasks and adapt quickly to operational demands.

The quality of trainers and facilitators was also highlighted as a major determinant of training success. Respondents shared that knowledgeable, experienced, and engaging trainers created an impactful learning environment. Their ability to explain complex healthcare procedures and regulations in an accessible manner made a lasting impression on trainees, encouraging active participation and retention of information.

Furthermore, the training environment itself was noted as a crucial factor. A conducive, well-equipped, and inclusive environment enabled better concentration and engagement during training. Participants reported that when training spaces are comfortable and free from distractions, it significantly enhances the learning process.

The availability of opportunities to participate in both internal and external training programs was also seen as a strong motivator. Employees reported that exposure to external programs, including workshops and conferences, enabled them to bring back new ideas and benchmark best practices, thereby enriching the learning culture within their institutions.

Another critical finding relates to the organizational culture surrounding continuous learning. Respondents reported that when their institutions actively encouraged professional development, it fostered a sense of value and investment in their growth. This kind of culture fostered motivation and innovation, empowering healthcare workers to take the initiative in improving their competencies.

Support and feedback following the completion of training programs were also identified as important elements. Many respondents felt that receiving constructive feedback helped reinforce what they learned and gave them a clearer sense of how to apply new knowledge in their roles. Follow-up sessions and mentorship provided additional reinforcement, improving the likelihood that new skills would be effectively integrated into daily work practices.

Overall, the findings affirm that well-planned and efficiently delivered training programs have a substantial positive impact on employee performance in the healthcare sector. Training was not viewed merely as a periodic obligation but as a continuous process of professional enrichment. The study highlights the importance of aligning training initiatives with organizational goals and utilizing them as strategic tools to enhance service delivery, patient care, and operational efficiency.

Healthcare organizations in Jordan that prioritize structured training supported by knowledgeable facilitators, relevant content, and an environment of continuous learning are more likely to experience improved employee outcomes. This includes better job satisfaction, increased productivity, and enhanced service quality. These findings suggest that investments in employee development are not only beneficial for individual performance but are also essential for the long-term sustainability and competitiveness of healthcare institutions in the region.

Conclusion

The present study aimed to investigate the impact of training and development strategies on enhancing employee performance within the healthcare sector in Jordan. As the healthcare environment becomes increasingly complex and demands higher efficiency, accuracy, and patient-centered care, the performance of healthcare professionals is emerging as a key determinant of institutional effectiveness and patient outcomes. Against this backdrop, the study aimed to assess how efficiently designed and implemented training programs contribute to building the capacity, competence, and productivity of healthcare workers.

The research findings have confirmed that training and development play a critical role in influencing the work performance of employees in the healthcare sector. From doctors and nurses to technicians and administrative personnel, the responses gathered across a diverse group of participants consistently emphasized the value of ongoing training in improving knowledge, developing new skills, and reinforcing professional commitment. Training programs that are well-aligned with job roles, thoughtfully structured, and practical in content have been shown to have a significantly positive effect on performance-related indicators such as task efficiency, decision-making accuracy, and communication effectiveness.

The study also highlighted the importance of institutional support in making training programs impactful. Healthcare workers were more likely to benefit from training when their organizations not only provided frequent learning opportunities but also supported them through knowledgeable facilitators, feedback mechanisms, and an encouraging learning environment. This institutional backing has proven essential in reinforcing learning outcomes and enabling professionals to translate knowledge into practice.

Moreover, the study reinforced the idea that employee development should be viewed not as a one-time event but as a continuous strategic process. Organizations that foster a culture of learning and professional growth and provide access to both internal and external training platforms are more likely to retain motivated and competent staff. In a sector where constant technological changes, medical advancements, and regulatory reforms are the norm, such continuous development becomes indispensable.

The study also pointed out several areas for improvement. While training is widely regarded as beneficial, the research uncovered gaps in accessibility and consistency across different healthcare institutions. For example, some healthcare professionals reported limited opportunities for external training, a lack of structured feedback, or inconsistent post-training evaluation. These challenges underscore the need for a more systematic and standardized approach to training across the Jordanian healthcare sector.

This study establishes that effective training and development strategies are indispensable tools for enhancing employee performance in Jordan's healthcare sector. When such programs are designed to be relevant, engaging, and continuously supported by institutional commitment, they become powerful drivers of individual and organizational success. The evidence suggests that healthcare organizations should invest in strategic training initiatives that not only address current skills gaps but also prepare their workforce for future challenges. Furthermore, embedding a culture of continuous learning and professional development within the healthcare system will not only boost employee morale and retention but also lead to better healthcare delivery, improved patient satisfaction, and stronger institutional outcomes.

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