

Impact of On-the-Job training in Enhancing Motivation and Workplace Performance in Education Sector- An Empirical Study

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ABSTRACT:

Training is a continuous learning process which plays a vital role in strengthening both employee capability and organizational effectiveness. In the education sector, where knowledge creation and dissemination are central activities, employee motivation and workplace performance are key contributors to institutional success. On-the-job training (OJT) is increasingly recognized as an effective human resource development practice that facilitates learning while performing job-related tasks. This empirical study investigates the impact of on-the-job training on employee motivation and workplace performance in the education sector. On-the-job training enables employees to acquire practical skills, enhance job-related knowledge, and develop positive work attitudes through real-time experience. Beyond skill enhancement, OJT acts as a motivational mechanism by addressing employees' psychological and professional needs such as recognition, responsibility, job security, and opportunities for self-development. When employees perceive training as relevant and supportive, it strengthens job satisfaction, commitment, and performance outcomes. The study highlights that educational institutions cannot achieve academic excellence or operational efficiency without a motivated and competent workforce. Rapid changes in teaching methodologies, digital learning platforms, and administrative processes demand continuous skill upgradation among educators and non-teaching staff. Effective on-the-job training programs help employees adapt to these changes, align individual performance with institutional goals, and maintain a positive work environment. In contrast, insufficient training opportunities and lack of motivational support may lead to dissatisfaction, low morale, and reduced productivity. This research examines key variables including the effectiveness of on-the-job training, employee motivation, job satisfaction, and workplace performance. The findings indicate a strong positive relationship between structured, need-based on-the-job training programs and employee performance. Continuous training enhances employees' confidence, competence, and sense of belonging, which in turn contributes to improved productivity and overall organizational performance. The study concludes that educational institutions should strategically invest in well-designed on-the-job training initiatives that are aligned with employee needs and organizational objectives. By integrating training with motivational practices, institutions can enhance employee performance, strengthen workplace engagement, and achieve sustainable growth in an increasingly competitive educational environment.

Key Words-Learning and Development, Employee Motivation, Employee Productivity, Work Challenges

INTRODUCTION

In the contemporary knowledge-driven economy, human capital has emerged as the most valuable asset for organizations, particularly within the education sector where service quality is directly linked to employee competence, motivation, and performance. Educational institutions operate in an increasingly competitive and dynamic environment characterized by rapid technological change, evolving pedagogical practices, heightened stakeholder expectations, and growing accountability demands. In this context, sustaining employee motivation and enhancing workplace performance

are critical challenges for institutional effectiveness and long-term sustainability. Among the various human resource development practices, on-the-job training (OJT) has gained prominence as a practical and cost-effective mechanism for strengthening employees' skills while simultaneously fostering motivation and performance. On the Job training helps the employee and the employer to reach the expected goal and fulfil the mission of the organisation.

On-the-job training plays a vital role in staff development programs (SDP) within the education sector because it directly connects professional learning with practical workplace. Through on-the-job training, educators and administrative staff gain hands-on experience while performing their actual responsibilities, making learning practical and immediately applicable in workplace. It also allows staff to adapt to new knowledge and skill to perform better and perform effectively. On-the-job training encourages continuous learning, reflection, and problem-solving, which are essential in a constantly evolving educational environment. Additionally, it promotes collaboration and mentoring, as experienced educators can guide less experienced colleagues in real-time situations from the seniors or experience faculty or the senior staff. This type of training increases confidence, competence, and job satisfaction among staff members. Ultimately, on-the-job training enhances the overall quality of staff development is relevant, efficient, and aligned with institutional goals and student needs.

On-the-job training refers to a structured and planned learning process in which employees acquire job-related knowledge, skills, and attitudes while performing their actual work tasks under guidance or supervision. Unlike off-the-job training, OJT allows employees to immediately apply new learning in real work situations, thereby reinforcing learning retention and relevance. In educational institutions, where both academic and non-academic staff must adopt to changing administrative systems, digital platforms, regulatory requirements, and service expectations as per current requirement, OJT plays a vital role in ensuring continuous professional development. By enabling employees to learn in context, OJT not only enhances technical and procedural competence but also builds confidence, autonomy, and a sense of professional growth.

Motivation is a fundamental psychological force that influences employees' willingness to exert effort, persist in their tasks, and align their behavior with organizational goals. Motivated employees are more likely to demonstrate higher levels of engagement, commitment, job satisfaction, and discretionary effort. In the education sector, where routine tasks, workload pressures, and limited promotional opportunities can reduce morale, motivation becomes a decisive factor in determining workplace performance. Previous studies have highlighted that motivation is influenced not only by extrinsic rewards such as salary and incentives, but also by intrinsic factors including learning opportunities, recognition, empowerment, and personal development. On-the-job training contributes significantly to these intrinsic motivational factors by signaling organizational support, enhancing self-efficacy, and providing opportunities for skill mastery.

Workplace performance, commonly defined as the quality, efficiency, and effectiveness with which employees perform their job responsibilities, is a key indicator of organizational success. In educational institutions, employee performance affects administrative efficiency, student services, teaching support, and overall institutional reputation. Poor performance resulting from skill gaps, low motivation, or inadequate training can negatively impact service delivery and institutional outcomes. Conversely, employees who are well-trained and motivated are better equipped to manage job demands, solve problems, and contribute innovatively to organizational objectives.

Despite the acknowledged importance of training and motivation, empirical research examining the integrated impact of on-the-job training on both motivation and workplace performance within the education sector remains limited, particularly in developing and transitional educational systems. Much of the existing literature focuses either on training outcomes or motivational determinants in isolation, leaving a gap in understanding how OJT simultaneously influences motivational states and performance behaviors. Addressing this gap is essential, as education sector employees differ from those in manufacturing or corporate environments in terms of job structure, performance measurement, and motivational drivers.

Therefore, this study aims to investigate the impact of on-the-job training in enhancing employee motivation and workplace performance in the education sector. By examining how OJT contributes to skill development, motivational enhancement, and performance improvement, the study seeks to provide empirical evidence to support strategic human resource development initiatives in educational institutions. The findings are expected to offer valuable insights for

policymakers, administrators, and human resource practitioners in designing effective training programs that not only improve competence but also foster a motivated and high-performing workforce. Ultimately, strengthening the link between on-the-job training, motivation, and performance can contribute to improved institutional effectiveness and sustainable development in the education sector.

There is a positive relationship between employee performance, training and development programs, and employee motivation. Well-structured and organized training programs enhance employees' skills, motivation, and overall performance, thereby improving organizational productivity. The HR department plays a crucial role in motivating employees by promoting continuous learning and development and ensuring effective implementation of acquired knowledge at the workplace. In the manufacturing sector, proper training is essential due to operational complexity and performance demands. Rapid technological advancements and increasing client expectations make regular upskilling mandatory. For training initiatives to be effective, organizations must ensure a smooth transfer of training outcomes into actual job performance, supported by motivation, commitment, and efficiency.

Detailed Relationship Cycle of the employee training and its productivity may be shown like below figure

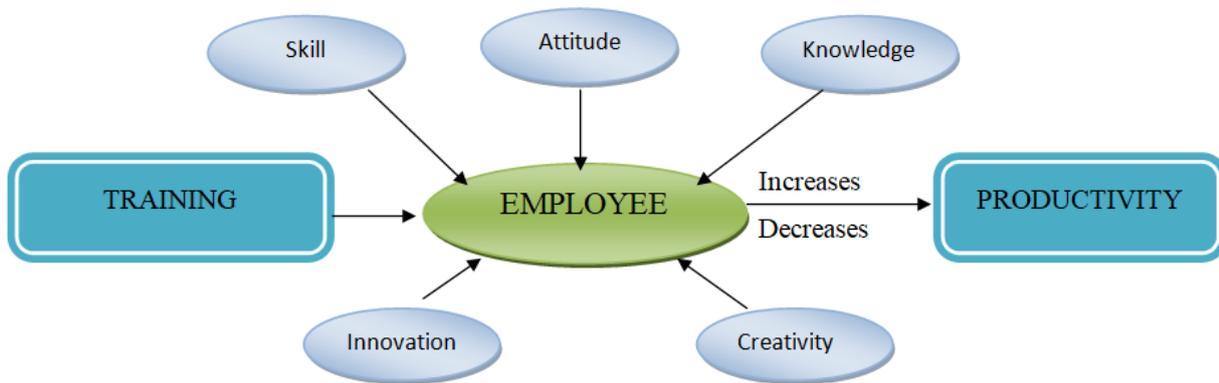


Fig-1 Detailed Relationship cycle of Employee Training and Productivity

(Source:- Inter science Management Review (IMR) ISSN: 2231-1513 Volume-2, Issue-2, 2012)

Organizational success largely depends on employee performance, making training and development essential for achieving objectives. Training enhances employees' knowledge, skills, and attitudes, leading to improved performance, productivity, and motivation. It helps organizations gain a competitive advantage by reducing performance gaps, increasing employee retention, minimizing errors and waste, and preparing employees for future needs. Evaluating training effectiveness through operational results helps determine whether the benefits of training outweigh its costs and contribute to improved business outcomes.

OBJECTIVES

1. To examine the impact of On-the-Job Training on employee motivation and satisfaction in the education sector.
2. To analyze the impact of On-the-Job Training on workplace performance and productivity of employees in educational institutions.
3. To identify key On-the-Job Training enhance workplace performance in the education sector.

LITERATURE REVIEW

Margaret Mary Sackey, Dr. P. K. A. Bedu-Addo, Theophilus Andoh-Robertson, Benjamin Asiedu (2022) stated that, management implemented regular, planned, and needs-based training programs for non-teaching staff, with fair selection procedures, though study leave with pay was not provided. Findings indicated that training significantly enhanced staff performance, efficiency, skill acquisition, and ability to meet deadlines with minimal supervision. A

moderate positive correlation was found between training and development needs and non-teaching staff performance, confirming training as a key performance driver.

Niyi Jacob Ogunode¹, Adamu Awwal Salman, Victor Olugbenga Ayoko (2023) stated that, Motivation is a driving force that influences individuals to direct their efforts toward achieving personal and organizational goals where on the job training push the employee to enhance their skill and knowledge. It varies among individuals due to differences in needs, perceptions, and attitudes. As an inner drive, motivation encourages purposive behavior aimed at fulfilling unmet needs. Organizational support through recognition, a supportive work environment, and appropriate job design enhances employee motivation, which in turn positively affects performance and goal accomplishment, making motivation a critical determinant of employee effectiveness.

Zhang Ce, Rossazana Ab-Rahim, Fadilah Siali* and Nuradibah Mokhtar (2025), stated that the impact of monetary and non-monetary motivation on the job performance of non-academic staff. Findings reveal that non-monetary incentives significantly influence both financial and non-financial performance, addressing gaps in prior research focused mainly on financial motivation. The researcher highlights practical implications for management and policymakers to focus the skill of the employee

Argielyn A. Esmame, Marissa S. Quezon (2024), stated that, work challenges, opportunities, and their effects on employee job performance. Findings indicate that work challenges such as workload and communication are generally minimal, though they are more pronounced among older employees and those with longer tenure. In contrast, workplace opportunities—including training, mentorship, and recognition—are positively perceived and significantly enhance job performance. Higher education and extended service further strengthen performance, particularly for older staff. The study emphasizes expanding opportunity-based initiatives and providing targeted support to address specific employee challenges.

Rashad Yazdanifard (2013) emphasized that training has become an essential component in a highly competitive market. Organizations that invest in effective training programs gain both short- and long-term benefits in achieving their objectives. He noted that learning and development enhance employee motivation and performance, which directly contributes to increased organizational productivity. Consequently, training and development serve as a vital strategic tool for workforce development and overall organizational effectiveness.

Limitation

This study is limited to the analysis of on-the-job training methods and innovative training practices within the education sector. It excludes other industries, thereby restricting the wider applicability of the results. The research concentrates on training approaches and skill enhancement initiatives aimed at improving employee motivation and workplace performance in educational institutions. Broader external factors such as market conditions, global labor trends, cross-industry technological changes, and cultural differences are not explored in detail. Moreover, variations among regions and types of educational institutions are not considered. As a result, the findings are context-specific and primarily intended to assist educational organizations in improving employee competence, motivation, and performance through effective on-the-job training.

Scope for further studies:

The education sector provides substantial opportunities for continuous enhancement of employee knowledge and skills, which are essential for both organizational development and individual career advancement. This study examines the critical factors and competencies that encourage employees to pursue professional growth, improve motivation, and enhance workplace performance. It emphasizes the role of advanced and job-relevant skills in achieving higher levels of efficiency and effectiveness. On-the-job training emerges as a practical approach to developing these competencies by integrating learning with real work responsibilities. Although this research is centered on educational institutions, the principles and practices of on-the-job training identified in the study may be adapted and applied across other industries and functional areas to support employee development and performance improvement.

RESEARCH METHODOLOGY

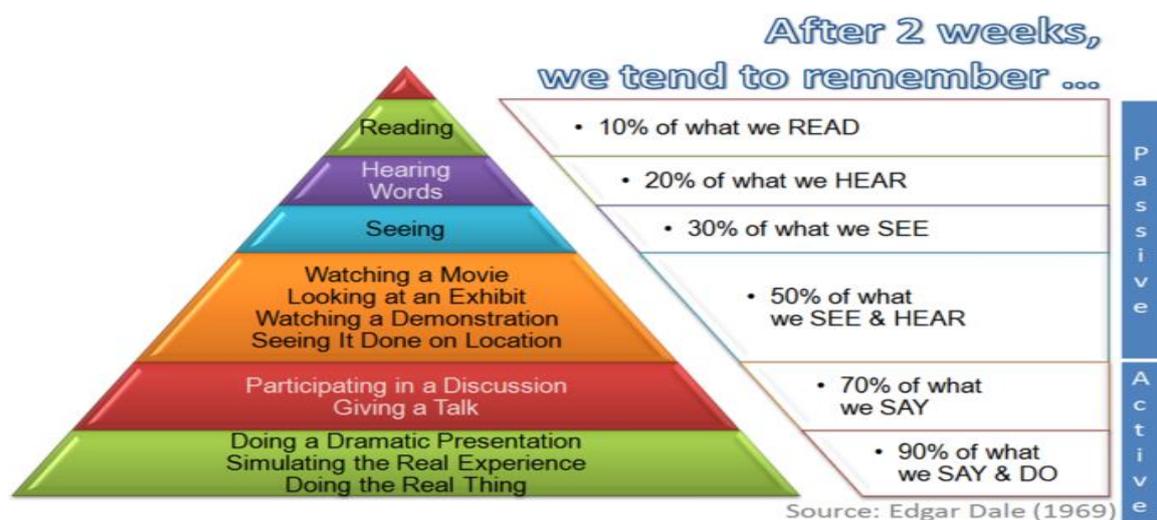
This study adopts a secondary research methodology based on an extensive review of relevant literature drawn from credible sources, including academic journals, published research articles, books, e-journals, and reliable online databases. The methodology involves analyzing existing studies to examine challenges, trends, and innovative practices related to on-the-job training in the education sector. By synthesizing prior findings, the study explores how on-the-job training enhances employees' skills, knowledge, and work behavior, thereby contributing to improved motivation, performance, and achievement of organizational objectives.

IMPORTANCE OF TRAINING IN WORKPLACE

On-the-job training (OJT) plays a crucial role in enhancing the productivity, efficiency, and overall effectiveness of non-academic staff within the education sector. By providing practical, work-based learning opportunities, OJT helps employees upgrade their skills and apply knowledge directly to their daily responsibilities. This leads to improved service delivery, smoother administrative processes, and better utilization of institutional resources. OJT also strengthens employees' confidence and competence, enabling them to manage tasks more effectively, adapt to changing job requirements, and respond positively to technological and procedural advancements. Furthermore, exposure to continuous learning fosters higher levels of motivation, engagement, and job satisfaction among staff, as employees feel supported and valued by the institution. Motivated and skilled employees are more aligned with institutional objectives and demonstrate greater commitment to quality performance. Ultimately, effective on-the-job training contributes to enhanced institutional performance, improved public service quality, and a more supportive educational environment that benefits students, academic staff, and the institution as a whole.

Training is an integral part of HR Development program in almost all organizations. Training, in fact, is key stone of effective management and it makes employees more efficient and productive. Doing the practical things and use on regular basis is a better way to develop the habits, skill as well as attitude.

The Cone of Learning



Source:-

https://www.google.com/search?q=training+methods&source=lnms&tbm=isch&sa=X&ved=0ahUKEWjxgeiejYfiAhUUWysKHW9D0IQ_AUIDigB&biw=1173&bih=611#imgrc=tZwR49VI28Cr9M

Training programs play a vital role in the success and sustainability of any organization, as they provide employees with opportunities to expand their knowledge and skill base in a cost-effective manner. Although participation in training may temporarily reduce immediate productivity due to time away from routine tasks, the long-term benefits for both individuals and organizations outweigh these short-term drawbacks. Well-designed training initiatives contribute to overall organizational growth by improving employee competence, confidence, and job performance.

Training helps employees better understand their roles and responsibilities, enabling them to perform tasks more efficiently and accurately. It enhances confidence, boosts morale, and increases job satisfaction by making employees feel valued, challenged, and supported. A supportive training environment also fosters positive industrial relations and strengthens teamwork, contributing to a healthy workplace culture. Furthermore, training helps identify skill gaps and workplace weaknesses, allowing organizations to address these areas through targeted development initiatives.

Effective training equips employees with updated knowledge, innovative strategies, and problem-solving capabilities, enabling them to meet customer needs and adapt to changing organizational demands. It improves productivity while maintaining high standards of work quality and encourages continuous improvement and innovation. Training also plays a significant role in employee retention by reducing turnover, as employees are more likely to remain loyal to organizations that invest in their professional development.

In addition, training and development enhance an organization's brand image, making it more attractive to prospective talent and supporting effective recruitment. Modern training approaches, including on-the-job and off-the-job methods, blended learning, and modular programs, address diverse learning needs and promote a broader, global mindset among employees. Overall, training makes employees more cost-effective, goal-oriented, and capable of contributing meaningfully to organizational success.

Training and Development Objectives

The important objective of Training & advancement is to ensure the accessibility of a talented

And wishes workforce to an association, notwithstanding that, four different goals like

- a. **Individual Objectives**:- It helps to enhance the individual skill and knowledge
- b. **Organizational objectives**- help to bring the organizational goal.
- c. **Functional Objectives**- to keep up workplace dedication at a level reasonable to the affiliations needs
- d. **Societal Objectives**- To ensure that an affiliation is ethically and socially tried and true to the necessities and challenges of the overall population



Source:- <https://sg.inflibnet.ac.in/handle/10603/138954>

TRAINING MEASUREMENT FRAMEWORK

Training Measurement is the important part of the training Program. If evaluation is not taken at each level then it is difficult to conclude that the training program is impacted. The measurement can be elaborate as under:-

What	Who	When	Where	Why	How
Objectives	Company and Training Provider	Before Training	At the Company/ institutions/organisations	To ensure that the need of the company will be met	Define company objectives and new skill level required
Inputs	Company and Training Provider	Before Training	At the Company/ institutions/organisations	To ensure that the inputs will satisfy the training needs	Test the training input against the objectives
Reactions	Trainer and Trainee	Before Training	At the Company/ institutions/organisations	To Identify attitude prior to the training	Issue a questionnaire to the trainees
Skills	Trainer and Trainee	Before the Training	At the Company/ institutions/organisations	To Identify initial skill prior to the training	Monitor and record trainees current Job Performance
Measurement during Training	Trainer and Trainee	During the Training Period	At the Company/ institutions/organisations	To Identify progress and develop the training Material	Practical Test and Exam
Immediate Test	Trainer and Trainee	After the Training	At the Company/ institutions/organisations	To Identify new skills and attitudes after the Training	Practical Test, Questionnaire and model Review
Intermediate Test	Company and Trainee	Upon return to work	At the Company/ institutions/organisations	To identify any changes in work performance	Monitor new work performance and environment
Ultimate Test	Company and Trainee	Ongoing Process	At the Company/ institutions/organisations	To Identify sills retentions and impact on Company Performance	Monitor new work performance and environment

Source:- http://shodhganga.inflibnet.ac.in/bitstream/10603/24673/10/10_chapter5.pdf

The result has led to the conclusion that the impacts of training program reflect the skill, behavior and knowledge and there by showed very positive benefits. Besides of that the training program helps to enhance the self efficacy, Motivation, cognitive ability brought through the training.

KEY IMPACTS OF OJT

- a. **Enhanced Performance & Productivity.**
- b. **Improved Service Quality**
- c. **Increased Staff Competence & Confidence**
- d. **Higher Motivation & Engagement**
- e. **Adaptability & Innovation**
- f. **Reduced Turnover**

ON THE JOB TRAINING METHODS

On-the-job training enables learning while working through methods like shadowing senior colleagues, taking on new tasks, or rotating departments. It combines hands-on practice, structured guidance, and diverse exposure to develop skills efficiently and broaden workplace experience.

In the below we can observe the on-the-job training methods and understand what makes them so effective.



Source: <https://www.upgrad.com/blog/what-is-on-the-job-training/>

- **Orientation:** Orientation serves as a crucial on-the-job training method for new employees in educational institutions. It introduces staff to organizational policies, institutional culture, colleagues, and core job responsibilities. The primary aim of orientation is to instill confidence, clarify roles, and prepare employees to contribute effectively from their first day, fostering early engagement and motivation.
- **Shadowing:** Shadowing allows employees to observe experienced staff members while performing their daily tasks. This method provides practical insights into workflows, best practices, and institutional procedures, enabling employees to understand operational expectations before actively performing the tasks themselves.
- **Mentoring:** Mentoring pairs less experienced staff with senior personnel who provide guidance, professional advice, and support. Beyond task-specific learning, mentoring promotes career development, builds confidence, and encourages long-term skill acquisition, supporting both personal growth and institutional performance.
- **Coaching:** Coaching focuses on immediate skill improvement and performance enhancement. Coaches offer targeted feedback, help refine competencies, correct errors promptly, and challenge employees to achieve higher efficiency and effectiveness within a shorter timeframe.
- **Job Rotation:** Job rotation involves moving staff across different roles or departments for a set period. This approach broadens employees' understanding of the organization, encourages adaptability, and highlights interdepartmental connections, contributing to overall institutional effectiveness.

- **Cross-Training:** Cross-training enables employees to acquire skills outside their primary responsibilities. It cultivates a versatile workforce capable of supporting multiple functions, ensuring continuity in operations, and enhancing collaboration among staff members.
- **Apprenticeships:** Apprenticeships combine structured training with practical application. Employees divide their time between formal instruction and hands-on practice, facilitating skill mastery while directly contributing to workplace tasks.
- **Simulated or Sandbox Training:** Simulated training recreates real work scenarios in a controlled environment. This risk-free method allows staff to practice tasks, build competence, and gain confidence before applying skills in actual work settings.
- **Task Delegation:** Delegating tasks as a learning strategy exposes employees to responsibilities beyond their current skill set. By performing these tasks, staff acquire new competencies, gain experience, and contribute meaningfully to institutional objectives.
- **Stretch Assignments:** Stretch assignments challenge employees by placing them slightly beyond their comfort zone. This encourages growth, skill development, and application of newly acquired knowledge to more complex tasks.
- **Job Instruction Training (JIT):** JIT breaks tasks into step-by-step instructions. A trainer demonstrates each step, supervises practice, and ensures employees achieve proficiency before handling tasks independently.
- **In-House Workshops and Seminars:** These programs provide group-based learning through presentations, interactive sessions, and practical exercises. Conducted by internal experts or guest professionals, workshops promote knowledge sharing, skill enhancement, and collaborative learning.
- **Collaborative Team Projects:** Team-based projects encourage staff to work together on shared objectives, often with colleagues from diverse backgrounds. This method enhances problem-solving, innovation, and learning through collaboration.
- **Understudy Programs:** Understudy training prepares employees to assume senior positions when current personnel retire or transition. It offers practical exposure to leadership responsibilities, decision-making, and operational oversight, ensuring smooth succession planning and continuity.

FINDING

- OJT Enhances Employee Skills and Knowledge which significantly improves the technical and administrative skills of non-academic staff in educational institutions.
- OJT was found to substantially boost employee motivation and create Positive Impact on Employee Motivation. Staff members expressed that opportunities for continuous learning and professional development instilled a sense of value and recognition within the institution. This intrinsic motivation encouraged them to take ownership of their work, strive for higher performance, and actively participate in institutional initiatives.
- The research indicated a direct relationship between OJT and workplace performance. Employees who underwent regular training exhibited higher productivity, better time management, and greater efficiency in completing tasks. Performance improvements were observed both in routine administrative duties and in specialized assignments
- On the Job training program Enhanced Adaptability and Flexibility
- Strengthened Teamwork and Collaboration knowledge gets thought training program.
- Creates Need for Systematic and Needs-Based Training.

SUGGESTIONS

- Conduct regular training needs assessments to identify skill gaps and align OJT programs with employee and institutional goals and Implement mentoring and coaching programs to provide personalized guidance, knowledge transfer, and professional development.
- Introduce job rotation and cross-training to enhance adaptability, broaden skills, and prepare employees for multiple roles.
- Utilize technology-based learning tools, including educational software and simulations, to support practical skill development in a controlled environment.

- Include soft skills training in communication, teamwork, problem-solving, and time management to improve overall workplace performance.
- Provide regular performance feedback and assessments to monitor progress, reinforce learning, and identify areas for improvement.
- Promote collaborative learning projects to encourage teamwork, knowledge sharing, and innovative problem-solving.
- Continuously review and update training programs based on feedback and performance outcomes to maintain relevance and effectiveness.

CONCLUSION

Training effectiveness plays a critical role in improving employee performance across multiple dimensions within an organization. In the context of the education sector, effective on-the-job training (OJT) must address key developmental areas such as soft skills, behavioral and attitudinal change, personality development, motivation, and managerial or supervisory capabilities. The primary objective of implementing structured training programs is to enhance employees' skills while simultaneously motivating them to perform their roles more effectively. When training initiatives are aligned with organizational goals, improved employee performance leads directly to increased productivity and institutional efficiency. Motivation is a significant factor influencing employee performance, particularly among individuals with limited prior skills. Well-designed OJT programs help bridge skill gaps, boost confidence, and encourage employees to contribute more actively to their responsibilities. As employees become more competent and motivated, job satisfaction improves, leading to greater engagement and commitment to institutional objectives. In educational institutions, motivated and skilled non-academic staff play a vital role in ensuring smooth administrative operations, quality support services, and effective resource utilization. The findings of the study confirm that training and development have a positive and substantial impact on both employee motivation and workplace performance. OJT not only enhances individual productivity but also strengthens overall organizational performance. Continuous learning and development enable employees to adapt to changing work requirements, technological advancements, and evolving institutional expectations. Moreover, training fosters initiative, improves the quality of work, and promotes a culture of continuous improvement. In today's dynamic environment, sustainable organizational development depends on a skilled, motivated, and adaptable workforce. Therefore, educational institutions must invest in ongoing on-the-job training programs to develop employee capabilities, enhance motivation, and achieve long-term performance excellence.

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