

# A Recommended Training model for work innovation for Oman public transportation

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## Abstract

*The primary objective of this research is to determine the most effective approaches for training models designed to support work innovation in Oman's public transportation sector. The study centers on analyzing how training management practices, organizational culture management, and human resource management strategy collectively impact the success of such training initiatives. Utilizing qualitative methods for data collection and analysis, the research draws upon a comprehensive review of global literature—confirming the established links between HR strategy, organizational culture, and training effectiveness—while integrating findings from prior studies conducted by Omani researchers within the transportation domain. The ultimate aim is to formulate a robust model tailored to the Omani context, enabling public transportation entities to systematically foster innovation among their workforce.*

**Keywords:** Training Management, Culture Management, Human Management Strategy.

## 1. Introduction

The transportation sector stands as a cornerstone of economic development, and Oman has strategically prioritized its modernization through sustained investment and the integration of cutting-edge technologies. Recognizing the global acceleration in transportation advancements, Oman has proactively restructured its sector to meet contemporary demands. A pivotal element of this strategy was the establishment of a dedicated national company entrusted with overseeing public transportation operations. Concurrently, this entity is committed to implementing world-class administrative practices to optimize workforce performance and drive operational excellence.

This study investigates how training drives performance improvements in public transportation firms. Through an analysis of effective international practices, it seeks to reveal the fundamental relationship between training initiatives and the stimulation of employee creativity and innovation, thereby enhancing overall company performance.

### 1.1 Problem Statement

The central objective of this study is to elucidate the relationship between training and innovation. Innovation constitutes a fundamental strategic asset for organizations, cultivating a competitive milieu that incentivizes innovation among employees. Empirical support is provided by Mohammed & Nouna (2018), whose research in Oman's transportation sector indicates that strategic human resource interventions elevate organizational performance via their positive influence on individual behavior. Nevertheless, a significant impediment arises when employees exhibit difficulty innovating and adhere to traditional work practices, imposing a cost on the institution. Hence, organizations hold a critical responsibility to nurture the innovative capacities of their



workforce and promote the consistent integration of novel approaches. Such development is indispensable for augmenting productivity and fostering innovation in operational methodologies.

Therefore, the following questions will explain the method of this paper: -

- Q1- Is there any relationship between training management and innovation?
- Q2- Is there any relationship between training and organization culture?
- Q3- Is there any relationship between training management and human resources management?
- Q4- Is there any relationship between innovation and human resources management?
- Q5- Is there any relationship between innovation and organization culture?

## **1.2 Research Objectives**

The above-mentioned questions in current research will seek to achieve the following objectives:

- 1- To explore the relationship between training management and innovation.
- 2- To examine the relationship between training and organization culture.
- 3- To analyze the relationship between training management and human resources management.
- 4- To investigate the relationship between innovation and human resources management.
- 5- To analyze the relationship innovation and organization culture.

## **1.3 The Significance of Current Study**

This research investigates the nexus between training and innovation through a critical review of existing literature across diverse sectors, with a specific focus on public transportation. By elucidating the critical role of fostering innovation within institutions—particularly Oman's public transport company—this study offers a significant qualitative contribution to the field. It not only clarifies the training-innovation relationship but also provides actionable insights for enhancing employee-driven innovation. Consequently, this work holds distinct value for specialists, researchers, and business leaders seeking to leverage training as a strategic driver of innovation.

## **1.4 Gaps of Study**

The present study examines the significance of training for innovation within the Sultanate of Oman's public transportation sector. While antecedent research, notably Mohammed and Nouna's (2018) investigation of human resource management's impact on performance in Dhofar, has addressed related variables, this research uniquely concentrates on the synergistic relationship between training and innovation. Through a synthesis of global scholarly literature, the study elucidates this relationship and concurrently evaluates the methodological approaches adopted in prior research concerning the development of organizational innovative culture.

## **2. Literature Review**

### **2.1 The effectiveness of applying the strategic practices of human resource management on the performance of transportation sector in Dhofar Governorate in the Sultanate of Oman**

“This study aimed to test the validity of the model of applying the strategic practices of human resource management on improving the performance of transportation sector in Dhofar Governorate in the Sultanate of Oman and to explore the nature of implied relationships in the hypothesized model of study. The researcher adopted the descriptive approach based on the quantitative analysis of field research to test the hypotheses and verify the extent of correlation among these variables depending on the questionnaire of study. The questionnaire was administered to a random sample of (283) from a population of (1075) representing the Omani employees from all positions. After testing the relationships among the implied factors, the findings showed that applying the strategic practices of human resources affects the improvement of organizational performance levels through the positive role of the organizational behavior of individuals in the researched organizations.” (Mohammed & Nouna, 2018).

### **2.2 Integrating intelligent and sustainable transportation systems in Jeddah: a multidimensional approach for urban mobility enhancement**

“This research examines the transportation system in Jeddah, Saudi Arabia, specifically focusing on integrating intelligent and sustainable practices to address its current and emerging challenges. Central to these challenges are the city’s heavy reliance on private vehicles, an underdeveloped public transportation network, and the unique climatic conditions that pose additional complexities. This study adopts a multidimensional approach. It analyzes various factors, including technological advancements in transportation, sustainable and environmentally friendly practices, and the cultural and policy landscapes that shape transportation systems. It draws parallels and contrasts with transportation systems in urban settings similar to Jeddah, such as Dubai and Riyadh, to understand the potential and applicability of various solutions. One of the critical areas explored is the potential for intelligent transportation systems to revolutionize traffic management and enhance the efficiency and safety of the transportation network in Jeddah. The study also delves into the prospects of developing a sustainable public transit system that can reduce the city’s dependence on private vehicles and contribute to environmental conservation. Moreover, the research acknowledges the critical role of cultural influences in shaping transportation preferences and practices in Jeddah. It highlights the importance of culturally sensitive urban planning and policy making, ensuring that the proposed transportation solutions are not only technologically sound and environmentally sustainable but also aligned with the social and cultural fabric of the city. The study’s findings agree that a successful overhaul of Jeddah’s transportation system will require a synergistic blend of technological innovation, comprehensive policy reform, and a deep understanding of cultural nuances. The research underscores the necessity of this integrated approach as a blueprint for transforming urban transportation in Jeddah, setting a precedent for other cities with similar challenges.” (Mohammed et al., 2024).

### **2.3 Integrating training for organizational sustainability: the application of Sustainable Development Goals globally**

This paper discussed by Bilderback (2024) and the paper objective was to explain the impact of training in organization sustainability and it contacted with United Nation Sustainable Development Goals. The paper illustrated that SDG can be adopted by organization to prepare sustainable program and to improve the training program for employees. The paper explained the following topics (human resource development, corporate social responsibility, organizational sustainability and the integration of training to promote sustainable and ethical behavior). The researcher suggested that SDG is important opportunities for organization to improve the training program and to have sustainable program. At the same time, she mentioned that employee’s satisfaction will effected with the employee’s productivity. Also the organization will get positive impact of work environment. Finally, the study suggested that, organization competition and improvement will enhance the organization performance for long time.

### **2.4 Analysis of the Impact of Organizational Culture, Employee Training, and Internal Communication on Employee Retention: A Case Study in the Manufacturing Industry in Indonesia**

This study prepared by Hendriati et al., (2024) the study analyzed “the impact of organizational culture, employee training, and internal communication on employee retention within the Indonesian manufacturing industry.” At the same time the study participation was 179 employees from different firms in Indonesia. The researchers found out that, “significant positive relationships between organizational culture, employee training, internal communication, and employee retention.” The researchers concluded that the following factors significate relationship will enhance the level of employee’s satisfaction and engagement and at the same time the impact will increase employee’s commitment with reducing the rates of turnover. The study recommended to the Indonesian firms to use the above mentioned factors to improve the organization performance which affected by employee’s performance. As it stated by researchers “These findings contribute to understanding the dynamics of employee retention in the Indonesian manufacturing context and provide actionable strategies for organizations aiming to enhance retention efforts and sustain long-term success.”

### **2.5 Analysis of Improving Organizational Culture Through Employee Engagement, Talent Management, Training and Development Human Resources**

This study discussed by Febrian and Solihin (2024) to findout the impact of employee engagement, talent management, training and human resource development on improving organizational culture. The main idea of the study to find out a hypothesis which related to variables contacted with human resources management science.

The study found out that 1) Employee engagement influence improving organizational culture; 2) Talent management influence improving organizational culture; and 3) Training and development of human resources influence improving organizational culture.



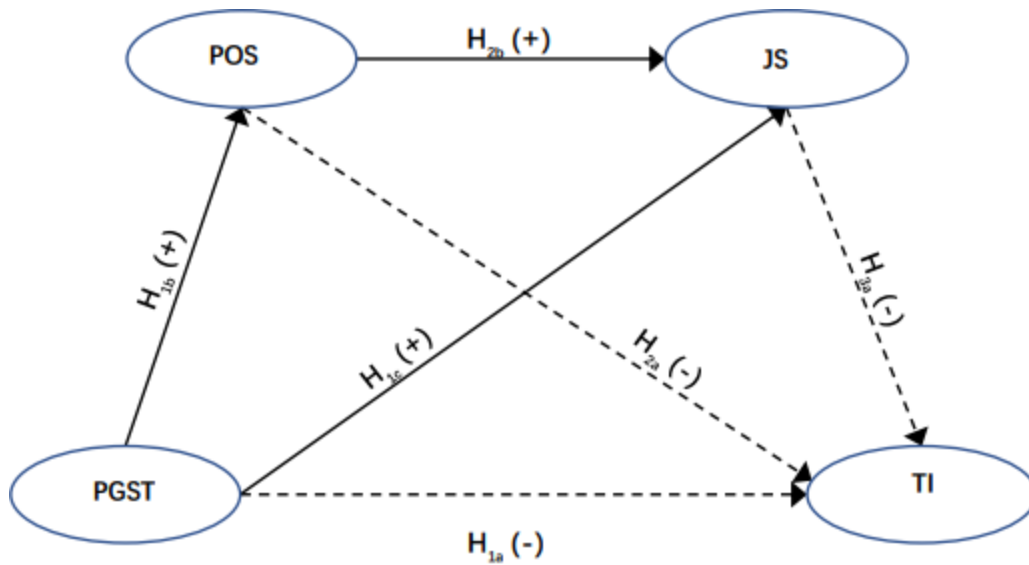
Figure 1: Conceptual Framework by Febrian and Solihin (2024).

## 2.6 The Importance of Regularly Organizing Training for The Current Medical Equipment Management

The study prepared by Xusandjonovna (2024) in Uzbekistan. The study conducted that the support for medicine sector from the government will be a positive plan but this support for new tools and equipment need to be contacted with essential training for employees to possess the equipment. As it mentioned by the researcher “Regular training updates staff on the latest technological advancements and maintenance techniques, fostering a deeper understanding of the equipment they manage.” The study explained that the cost of production can be reduced by proper training program for employees. That for the researcher mentioned that “Well-trained staff can significantly reduce the costs associated with medical equipment management. By understanding how to operate equipment optimally and perform routine maintenance, the need for costly repairs and replacements can decrease.” The study found out that well training program can support the need to of employees with dealing with new items and that will increase the level of employee’s satisfaction in the organization. On the other hand, He recommended that, good training program will enhance the adopting organization development program and improve employee’s skills.

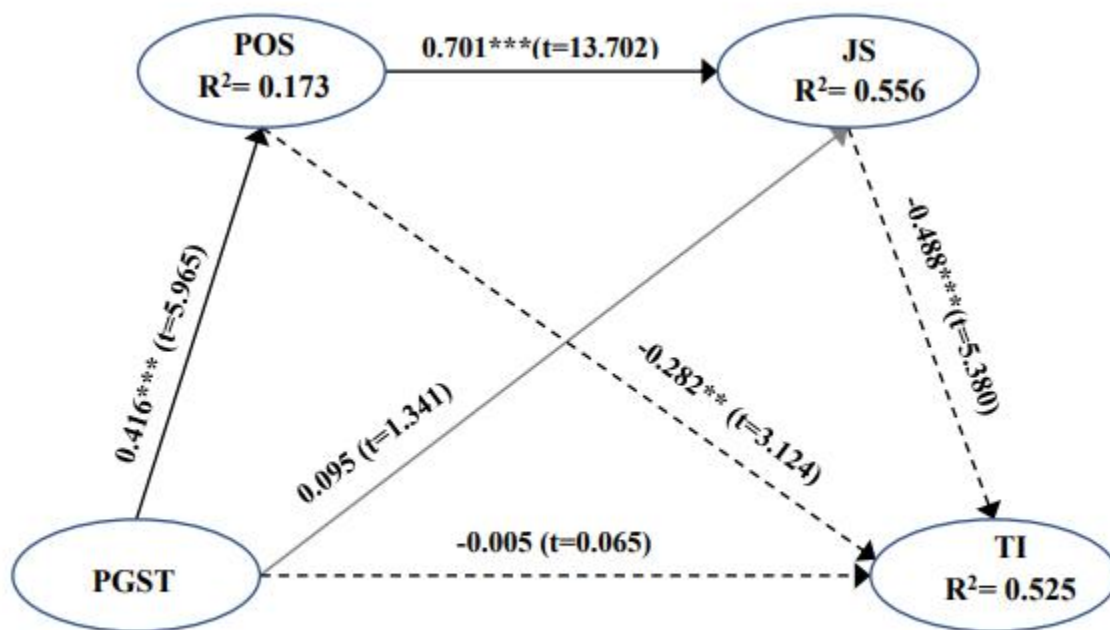
## 2.7 The significance of general skills training for early career graduates: Relationships with perceived organizational support, job satisfaction and turnover intention.

The study prepared by Pinnington et al., (2024), The study tested the relationship between general skills training and turnover intention of early career graduates. The researcher tried to find out the relationship “by examining the mediating mechanisms of perceived organizational support and job satisfaction through which this relationship might be enacted.” The researcher was used organizational support theory to test the relationship. They found out that general skills training has negative relationship with turnover intention. At the same time, they found out that “significant evidence for serial mediation by perceived organizational support on participation in general skills training and its relationship with turnover intention.”



Note: Negative relationships shown as dotted lines

**Figure2:** Conceptual Framework by Pinnington et al. (2024).



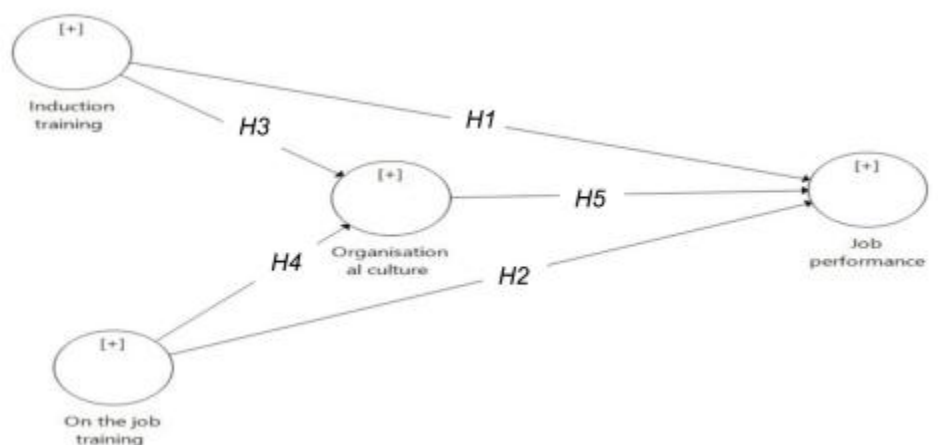
Note: Negative relationships shown as dotted lines

**Figure3: Structural Model Results**by Pinnington et al. (2024).

## 2.8 Nexuses between induction training and on the-job-training on employee job performance

This study conducted by Iddrisu and Adam (2024) the study test the relationship between three conceptual variables which related organizational culture, (on-the-job training (OJT), induction training and employee job performance). The study used Albert Bandura's Social Cognitive Theory. They study linked that organizational culture plays as a mediator in the links between employee performance and on-the-job training. The study found

out that a strong association between work performance, organizational culture, on-the-job training and induction training which supported by Albert Bandura's Social Cognitive Theory. At the same time the study recommended that "the positive synergistic effect that supportive organizational culture and well-designed training programs have on improving employee job performance. The unique contribution of this study is the provision of empirical support for these correlations across a wide range of industries, highlighting the crucial roles that organizational culture plays in promoting employee success."



**Figure4:** Conceptual Framework by Iddrisu and Adam (2024).

## 2.9 Training under an extreme context: the role of organizational support and adaptability on motivation transfer and performance after training

This study discussed by Junça and Pinto (2024), the study tested "the Job-Demands and Resources framework" to understand the training impact in work "through the analysis of job and personal resources". The study used motivation strategy to explain the relationship between the following:

- 1- The perceived support from the supervisor and colleagues and performance after training.
- 2- Adaptability and performance in an extreme context of the pandemic crisis – the first peak of the COVID-19 in Portugal.

The study found out that, "the motivation to transfer had a significant indirect effect on the relationship between colleagues' and supervisors' support and performance and between adaptability and performance." At the same time, the researchers found that, "the mediations depended on the levels of self-efficacy, in such a way that the indirect relationships were stronger when self-efficacy was higher. Thus, adaptability and support, both from colleagues and the supervisor, are determining factors for knowledge transfer and resultant performance in extreme contexts, such as the COVID-19 pandemic crisis." Finally they stated that, "self-efficacy, peer support, and the opportunity to use the knowledge were the most significant predictors of adaptability."

## 2.10 Lean Innovation Training and Transformational Leadership for Employee Creative Role Identity and Innovative Work Behavior in A Public Service Organization

According to Tan et al. (2024), public sectors are paying high cost in employees training and many of employees getting chances for training. They test the relationship between Lean Six Sigma and innovation training through some factors such as; public-sector employees' creative role identity and innovative work behavior. The researchers found out that, "Creative role identity and innovative work behavior had significantly improved six months after the intervention, enabled through senior management's transformational leadership. The training induced managers to role-model innovative work behaviors while creating, with their employees, a renewal of

their agency's core processes. The three completed improvement projects contributed to an innovative work culture and reduced service turnaround time."

### **2.11 Organization Culture**

Organization culture is related to all organization environment from top management, middle management and low management. Febrian and Solihin (2024) to find out the impact of employee engagement, talent management, training and human resource development on improving organizational culture. So one relationship between organization culture and training to add value to organization culture training can be used to improve employee's experiences and loyalty. According to Ghaleb, (2024) "Organizational culture plays a crucial role in shaping the behavior, attitudes and effectiveness of employees in a business." He stated that, "The findings highlight that a positive and adaptive culture not only supports organizational resilience but also serves as a sustainable source of competitive differentiation." Therefore, sustainable for business success related to organization culture and training one important concept need to be used by the organization for that.

### **2.12 Work performance**

Organization performance related to the output of the employees in the organization which can be improved by good training program and this guide to prepare a good program in the organization for employees learning. According to Hosen et al., (2024) organizational commitment is significantly associated with work performance. Furthermore, the significant correlation between training and development and work performance career development among organization by organizational commitment. Training is the tools used to improve the employee's skills but it needs to be led by good manager and supervision. Hosen et al., (2024) stated that, owners and managers should know the necessary policies to enhance employees' work performance and organizational commitment and consider appropriate behavior. Xusandjonovna (2024) explained that, the cost of production can be reduced by proper training program for employees. Finally, can be concluded that, training is the approach needed to be organized in the way to improve the employee's weakness and this will support organization can improve the performance.

### **2.13 Induction Training**

One important tool needs to be used by organization to create access environment for new employees and this will add more understanding about the policies and regulations of it. The idea is how the organization can include the new employees and the transferred employees from department to other department. Iddrisu and Adam (2024) stated that, "The study found out that a strong association between work performance, organizational culture, on-the-job training and induction training which supported by Albert Bandura's Social Cognitive Theory." Sawyer (2024), "found that, the inadequacy of the one-off current GIT (General Construction Induction Training) delivery for new workers highlighting the need for extended and repeated induction training to enhance safety awareness. The study advocates for more frequent safety training to mitigate incident occurrence and stresses equal participation from management and workers in extended safety programs. It recommends incorporating more visual aids in induction training to enhance safety comprehension and reduce incidents."

### **2.14 On The Job Training**

This type of training is an important approach to create a good environment for employees to understand the process and get more operation of the work. At the same time, this approach will enhance the organization plan for new employees and old employees. The idea organization needs to have a good plan or process for on the job training. Iddrisu and Adam (2024), stated that, "the positive synergistic effect that supportive organizational culture and well-designed training programs have on improving employee job performance." At the same time, Almarashdah (2024) mentioned that, "staff training significantly affects workers' ability to do their jobs and for people with a greater degree of training perspective, there existed a stronger correlation between employee training and affective job performance among workers." She recommended that, "providing advanced instruction to people will motivate them and that organizations will create an environment which is favorable and will result in an improvement in employee work performance."

### **2.15 Training and Innovation**

“Research analyzing the importance of human capital for innovation usually focuses on formal secondary and tertiary education. This paper takes a different perspective and focuses on human capital arising from in-firm training. The study argues that continuous training guarantees access to leading-edge knowledge and thus increases a firm’s propensity to innovate. To test this hypothesis empirically, the study use German establishment-level data. Our results show a strong association between lagged continuous training and innovation. Based on the results of an instrumental variable approach, the study cautiously argue that the association between lagged continuous training and innovation is indeed a causal effect. Our instrumental variable approach exploits provisions of the German Works Constitution Act, allowing that to use works councils as a relevant and valid instrument for continuous training conditional on a well-specified set of covariates derived from legal regulations.” (Stefan et al., 2009).

### **3. Methodology and Research Design**

The current research selected qualitative method as the main a approach for data collection. The idea is to explore the international used for the topic of research and to illustrate different models in current study. Most of data collected from academic journals which discussed the topic in different organizations and to explain the current research model relationship. So, that make high enhancement to find out the relationship among concepts or variables which fit the model of current research. Sawyer (2024) stated that, “literature review provided the necessary context and understanding of the relevant concepts.” At the same time, the current study analyzing discussed the finding for past studies to enhance factors use for current study model and the past study used different types of data methods. Which mean there are large data analyzed were discussed by them with different recommendation collected and on the other hand different participation shared with ideas about the variables testing.

#### **3.1 The Correlation Between Variables**

The correlation between variables is based on two methods: either through statistical analysis of many data and measuring the level of correlation between them. This is used when dealing with quantitative data. “In most data analytic applications in manufacturing, understanding the data driven models plays a crucial role in complementing the engineering knowledge about the production process. Identifying relevant input variables, rather than only predicting the response through some “black-box” model, is of great interest in many applications. There is, therefore, a growing focus on describing the contributions of the input variables to the model in the form of “variable importance”, which is readily available in certain machine learning methods such as random forest (RF). Once a ranking based on the importance measure of the variables is established, the question of how many variables are truly relevant in predicting the output variable rises. In this study, we focus on the Boruta algorithm, which is a wrapper around the RF model.” (Rotari, et al., 2024).

Also, the correlation was measured by testing the variables relationship by different researchers which make sure that variable relationship was tested in different area. The factors of current study were tested the correlation between them, and they got results which show accepted correlation between variables for example, Iddrisu and Adam (2024), (Stefan et al., 2009), Almarashdah (2024), Hosen et al., (2024) & Ghaleb, (2024).

#### **3.2 Variables Reliability**

The reliability of variables can be measured by continuous testing of these variables by researchers in different research area. That for, the current research fit this part by different experiences and global test of them. The following variables was:

- 1- Training management
- 2- Work innovation
- 3- Organization culture
- 4- Human resources management

tested in global researches and the significance relationship was found which mean there is reliability in using this variable in Oman public institutions to develop their employee's innovation. "By delving into the significance of validity and reliability in various research contexts, including experimental, survey, qualitative, clinical, and social science research, the study offers valuable insights for researchers seeking to ensure the credibility and trustworthiness of their findings. The findings of this research contribute to the existing literature by providing practical guidance on mastering validity and reliability in academic research and emphasizing the need for researchers to prioritize assessing these factors throughout the research process. Additionally, the study suggests future research directions to explore novel strategies for enhancing validity and reliability in different research contexts." (William, 2024).

### **3.3 Variables validity**

The variables validity is documenting the strength of the relationship between the research title and the variables. Therefore, we find that the variables help to establish the research title due to the strength of the relationship to show the scientific aspect of the relationship. So, the current research title was linked with close title in same idea of management in global practice to improve the employee's innovation in public transportation. "Both validity and reliability can be evaluated or measured in different ways. Construct validity is when practical tests that are derived from a theory are used to measure some construct that is defined by that theory. Construct validity is important when you are trying to measure something that cannot be directly observed, like intelligence." (Emerson, 2024).

### **3.4 Current Research Framework**

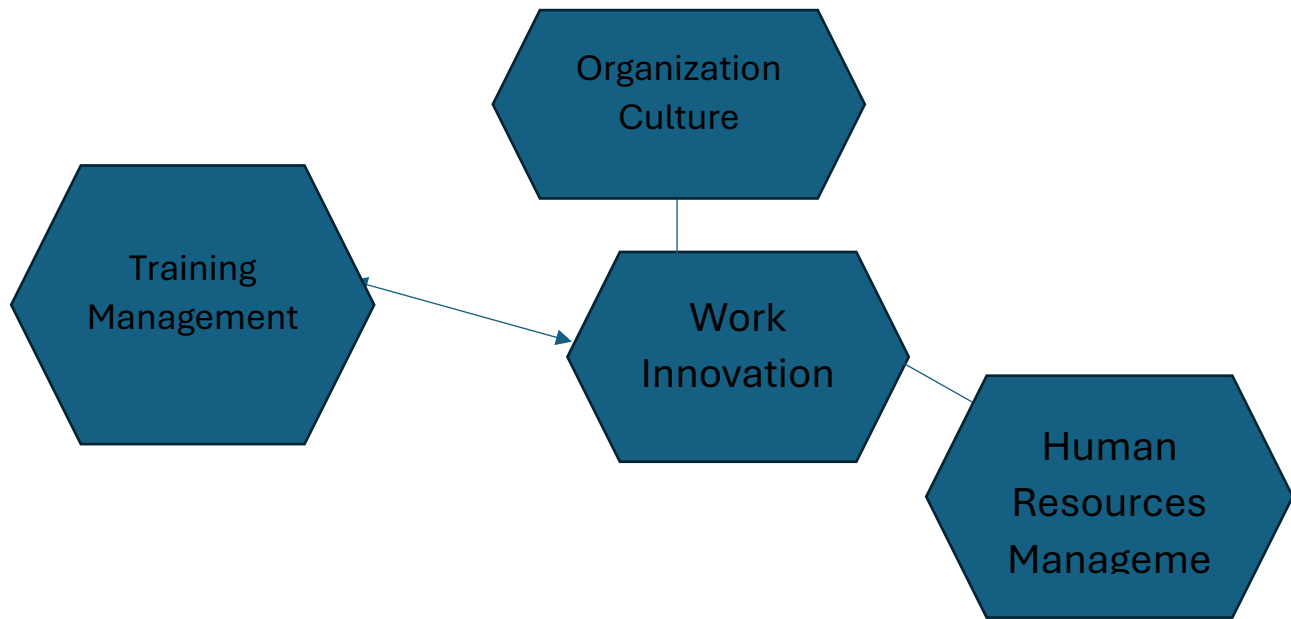
Managing individuals and institutions requires a set of skills that help to create an excellent work environment that will encourages creativity and innovation. Therefore, organizations compete to provide the best products and services as global completion. Therefore, it has become requirement for organization to consider how to attract employees to be creative and innovative. So, institutions need to prepare a plan for human resources development, and it cannot be achieved without creating a training policy which helps employees to be creative and works to cultivate a competitive spirit within them.

Therefore, the current research is considered as one researches that collected various literatures which mean, used qualitative method for data collection. The main idea is to understand the global methods used in public transportation. So, that discussed and applied the idea of training in various ways in various institutions and under different conditions and diverse cultures. So, the current research relied on several factors or variables that were used by different researchers, for example:

- 1- Training management
- 2- Work innovation
- 3- Organization culture
- 4- Human resources management

Therefore, through the aforementioned factors, public transport institutions must pay attention to them by setting clear policies for each variable that help in obtaining good performance.

The cultural differences and administrative practices are due to the level of administrative application in any institution. Therefore, some institutions working to improve the performance of employees through various incentive programs. However, in public transportation institutions, needed some employees who are capable of creativity and help in providing new solutions that help the institution change the pattern of services. Therefore, it has become necessary for public transport institutions to take responsibility of developing an administrative approach that helps them to be creative, which facilitates the aspect of human development. So, the current study providing a model for management to used for employee's development.



**Figure5:** Current research Framework by Author (2024).

Through the practical framework, public transport institutions can consider the variables as tools to help them in implementing a new approach to the administrative style to encourage employees to be creative in the work. Through the research framework, can show the extent impact of training, culture, and human resources management methods on employees' innovation, and where previously indicated in the research the extent of the interconnection of these variables, their credibility, and the degree of their interconnection, through the global use of these variables through international studies applied in different work environments.

#### 4. Discussion and Recommendations

Quantitative analysis reveals that fostering innovation within public transportation institutions necessitates a multifaceted strategy. The following points need to followed by public transportation in Oman to improve the services and employee's performance:

- 1- Cultivating a work environment that inherently promotes healthy competition among employees is paramount.
- 2- Revitalizing incentive policies—encompassing both financial rewards and non-financial recognition—is essential to embed this competitive culture.
- 3- Empowering department heads with delegated authority to grant recognition and enhance workplace flexibility is crucial for driving this cultural shift.
- 4- Implementing a structured, annual training plan is vital to systematically elevate employee performance.
- 5- Ensuring department heads actively collaborate in designing this training plan guarantees it effectively addresses identified performance gaps and employee challenges.
- 6- Conducting a systematic evaluation of existing human resource management (HRM) practices is imperative to diagnose and rectify critical weaknesses.
- 7- Involving department heads in the development and analysis of the HRM system leverages their operational insights for meaningful reform.
- 8- Integrating the new innovation-stimulating culture with the annual training plan and refined HRM practices creates a cohesive ecosystem where these elements mutually reinforce sustainable innovation.

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