

# Training Opportunities and Their Effect on Work Motivation: A Study of Various Industries

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## Abstract

This study examines the impact of training opportunities on employee motivation across various industries, emphasizing intrinsic and extrinsic motivational factors. The research aims to comprehensively understand how tailored training programs can enhance motivation and performance by exploring sectoral differences and individual characteristics. The study employs a qualitative systematic literature review (SLR) to synthesize findings from reputable academic sources. By integrating theoretical frameworks, such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory, the research contextualizes the role of training within diverse industrial settings and identifies key factors influencing its effectiveness. The findings reveal that training significantly enhances intrinsic and extrinsic motivation, with sectoral variations shaping its effectiveness. Training focuses on innovation and adaptability in technology-driven industries, while service sectors emphasize soft skills such as communication and empathy. In contrast, manufacturing prioritizes technical training to ensure operational efficiency and safety. Organizational support and individual characteristics, such as motivational profiles, mediate training outcomes. These results underline the need for personalized and sector-specific training approaches to optimize employee engagement and productivity. This study contributes to the academic understanding of training and motivation by bridging theoretical and practical perspectives. It highlights the importance of using data-driven tools like learning management systems (LMS) to design effective training programs. Managerially, the research underscores the strategic value of aligning training initiatives with organizational goals to foster sustained growth and competitiveness.

**Keywords:** *Training opportunities; work motivation; intrinsic motivation; employee engagement.*

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## Introduction

The rapidly changing landscape of modern industries demands continuous investment in human capital development as a critical strategy for maintaining competitiveness and ensuring organizational resilience. Globalization and technological advancements have redefined work, presenting complex challenges that compel businesses to adapt swiftly to remain relevant in a dynamic global economy. Training opportunities have emerged as a vital mechanism for equipping employees with the skills and knowledge required to navigate these challenges. Effective training programs have become indispensable across various sectors in the digital era, where innovation and adaptability are key to success (Prokopenko et al., 2024). These initiatives provide employees with technical competencies and foster creativity, flexibility, and collaboration—essential for thriving in today's complex work environments. Recognized as a cornerstone of strategic workforce development, training serves a dual purpose: enhancing individual employee capabilities while driving organizational performance and innovation.

Despite its acknowledged importance, significant practical and theoretical challenges remain in understanding how training impacts employee motivation across diverse industrial contexts. In practice, the accessibility and effectiveness of training programs often vary widely. For instance, small and medium enterprises (SMEs) frequently

face budgetary and logistical constraints that hinder their ability to deliver robust training initiatives (Naradda Gamage et al., 2020). In contrast, larger organizations often fail to design training programs that align with employees' unique motivational drivers while having more significant resources, leading to diminished outcomes. This misalignment underscores a broader issue. While training is intended to boost engagement, satisfaction, and productivity, its success often depends on contextual factors such as job roles, industry-specific conditions, and organizational culture (Kumar et al., 2023). The design of training programs frequently overlooks the psychological factors influencing employees' willingness to engage with and apply the skills they acquire. This inconsistency across sectors highlights the need for a deeper understanding of how training opportunities influence motivation in various organizational settings. Addressing this issue requires a nuanced exploration of the contextual and sectoral dynamics shaping the efficacy of training programs, providing insights into how organizations can better tailor their initiatives to optimize employee motivation and organizational outcomes.

Recent studies emphasize the critical role of training in enhancing employee motivation and creativity across various industrial settings. Singh & Phoolka (2024) and Islam et al. (2024) demonstrate that opportunities for training significantly improve work motivation and creativity, highlighting their pivotal role in modern workforce management. Furthermore, Islam et al. (2024) identify that combining training with employee empowerment and job security profoundly impacts motivation within small and medium enterprises (SMEs). Singh and Phoolka (2024) further elaborate that job crafting enhances work engagement, with organizational happiness mediating. These insights underscore human resource professionals' need to design and implement training programs that foster engagement, creativity, and motivation, ensuring alignment with the unique demands of diverse industries.

Research in the telecommunications sector reveals that entrepreneurial factors such as self-concept, work motivation, and risk-taking influence organizational learning and employee behavior (Mansour et al., 2024). Similarly, Andoh et al. (2024) highlight the positive impact of training transfer opportunities on content assimilation and motivation for application. Digital training and performance evaluations have also significantly enhanced employee motivation and job performance (Al-kharabsheh et al., 2022). Career development mediates between work environment, training, and employee performance (Karunia et al., 2023). Further studies explore motivational profiles influencing training transfer. De Jong et al. (2023) classify profiles as highly optimistic, moderately optimistic, value-driven, and cautious, demonstrating that customized training approaches tailored to these profiles yield better outcomes. Research in sectors like federal employment in the U.S. and higher education in South Africa confirms that training opportunities increase work engagement and affective commitment (Hassett, 2022; Muleya et al., 2022). Moreover, well-designed training interventions positively influence the motivation to apply learning, particularly in safety training contexts where effectiveness varies based on industry risk levels (Yaqub & Singh, 2022). Collectively, these findings affirm the need for tailored, industry-specific training initiatives to optimize their impact on employee motivation and performance.

While extensive research has highlighted the positive effects of training on motivation and performance, notable gaps persist in understanding these relationships' contextual and theoretical dimensions. Much of the existing literature focuses on specific industries or regions, limiting findings' generalizability across broader organizational and cultural contexts. For example, Singh and Phoolka (2024) and Islam et al. (2024) provide robust evidence of the impact of training on motivation. However, their studies are confined to particular organizational settings, leaving questions about how these findings apply to diverse industrial environments. Similarly, de Jong et al. (2023) present compelling insights into motivational profiles and their influence on training transfer. However, the practical manifestation of these profiles in varied industrial contexts remains underexplored, signaling

a need for further empirical investigation. Theoretical frameworks linking training opportunities to employee motivation often lack integration with foundational theories such as Maslow's Hierarchy of Needs or Herzberg's Two-Factor Theory. While existing studies identify significant correlations between training and motivation, they frequently neglect to examine how specific motivational drivers interact with training opportunities in heterogeneous organizational landscapes. This theoretical gap underscores the need for a comprehensive approach to synthesizing empirical findings and integrating broader motivational concepts.

This research offers a unique contribution to the study of training opportunities by adopting a cross-sectoral perspective and focusing on their impact on employee motivation across diverse industries. Unlike previous studies, which often examine these variables in isolation or within specific organizational contexts, this study employs a systematic literature review (SLR) methodology to synthesize relevant findings. Integrating empirical and theoretical insights provides a comprehensive understanding of how training opportunities influence work motivation, capturing general trends and nuanced industry-specific variations. This approach bridges gaps in the existing literature and enriches the discourse by highlighting the critical role of contextual factors in shaping the effectiveness of training initiatives. The research is guided by a primary question: How do training opportunities influence employee motivation across different industries? This question underscores the urgency of understanding the relationship between training and motivation within diverse industrial contexts and how training initiatives can be designed to maximize their impact. The main objective of this research is to identify key trends, develop robust theoretical frameworks, and offer practical recommendations that enable organizations to enhance employee motivation through targeted and effective training programs.

#### *Theoretical Foundations: Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory*

Maslow's Hierarchy of Needs posits that human needs are structured in a progressive five-tier hierarchy, beginning with physiological needs and ascending to safety, social, esteem, and ultimately self-actualization (Maslow, 1943). Physiological needs, such as food, water, and shelter, form the foundation, providing essential resources for survival. Once these needs are met, individuals seek safety and security, encompassing financial stability, health, and a safe living environment. Beyond this, social needs emerge, emphasizing relationships, belonging, and connection. Esteem needs pertain to recognition, status, and a sense of personal achievement. Finally, at the pinnacle of the hierarchy, self-actualization involves realizing one's potential, fostering creativity, and pursuing personal growth. Training programs play a critical role in addressing higher-order needs such as esteem and self-actualization by creating opportunities for skill development, personal growth, and recognition (Chen & Rong-onnam, 2023). For instance, employees who participate in well-designed training programs often experience enhanced self-esteem as they gain new competencies and demonstrate their capabilities, earning the recognition of peers and supervisors (AlSaadoon, 2020). This sense of accomplishment fosters intrinsic motivation and aligns closely with the principles of self-actualization, where individuals strive to fulfill their full potential. Training programs catalyze these advanced psychological needs by offering personal and professional growth opportunities, thereby reinforcing employee motivation and engagement.

Herzberg's Two-Factor Theory offers another perspective on employee motivation, distinguishing between hygiene factors and motivators (Herzberg, 1966). Hygiene factors, such as salary, workplace policies, job security, and physical work conditions, are essential for preventing dissatisfaction but do not inherently drive motivation (Buddhavudhikrai, 2023). These factors address basic expectations and create a foundation for a functional workplace. For example, a competitive salary and adequate workplace safety prevent dissatisfaction but rarely inspire employees to exceed basic performance expectations. In

contrast, motivators, such as recognition, achievement, personal growth, and career advancement, actively enhance job satisfaction and foster intrinsic motivation (Hartanto, 2024). Training programs are potent motivators when they provide employees with opportunities to achieve new milestones, develop skills, and receive acknowledgment for their efforts (Awoitau et al., 2024). For instance, training initiatives aligning with employees' career aspirations enhance their competencies and boost their confidence and professional fulfillment. However, Herzberg cautions that poorly designed or irrelevant training can become a source of frustration, undermining employee satisfaction. For example, if training programs fail to address specific needs or are perceived as a waste of time, they may result in disengagement rather than motivation. Thus, the design and implementation of training programs must balance the avoidance of dissatisfaction through practical hygiene factors while fostering engagement and satisfaction through well-crafted motivators.

Integrating these theories provides a comprehensive understanding of how training influences motivation. Training that meets employees' esteem and self-actualization needs (Maslow) can simultaneously act as a motivator (Herzberg), enhancing job satisfaction and performance. However, neglecting the quality and relevance of training may result in dissatisfaction, underscoring the need for thoughtful program design. Recent studies support these theoretical perspectives. For example, research by Yasin Ghadi (2024) indicates that job crafting positively relates to work engagement, with organizational happiness as a mediator. This suggests that training programs should be tailored to individual and organizational contexts to enhance employee engagement. Koronios et al. (2020) examine the effect of employees' ethical values and emotional intelligence on empowerment and performance in SMEs, underscoring the importance of aligning training programs with industry-specific demands to motivate employees effectively. Additionally, research by Cárdenas-Muñoz et al. (2024) highlights the significance of job crafting in building resilience within SMEs, noting that providing training, mentoring, and access to information equips employees with the tools necessary to craft their roles effectively, thereby enhancing motivation and performance.

### *The Impact of Training Opportunities on Work Motivation*

Training is a pivotal component in human resource development, serving as a strategic tool to enhance employee motivation and organizational performance. It encompasses programs designed to improve technical skills—such as proficiency in specific technologies or operational procedures—and non-technical skills, including communication, leadership, and interpersonal abilities (Branchet & Sanseau, 2017). Integrating these training types is essential for fostering a competent and motivated workforce. Technical training equips employees with the necessary expertise to perform their tasks efficiently, boosting confidence and job satisfaction. Conversely, non-technical training promotes a collaborative work environment, enhancing employee engagement and overall organizational cohesion (Gao et al., 2019; Ozkeser, 2019).

The influence of training on employee motivation can be examined through the lenses of intrinsic and extrinsic motivation. Intrinsic motivation refers to the internal satisfaction employees derive from their work (Prasetya, 2024). Training enhances this by increasing employees' competence and self-efficacy, leading to greater job satisfaction and personal fulfillment. For instance, research by Dwigita & Musliikh (2023) found that effective training programs significantly boost employees' intrinsic motivation by improving their skills and self-confidence. Extrinsic motivation, conversely, is driven by external rewards and recognition. Training acknowledged by management or peers can serve as a form of extrinsic reward, incentivizing employees to enhance performance. Arulsamy et al. (2023) demonstrated that organizations with robust training plans observed heightened employee motivation, attributing this to intrinsic satisfaction and extrinsic recognition. The direct correlation between training and employee engagement is well-documented. Employees perceiving

training as relevant to their roles are more likely to engage actively with organizational objectives. This engagement fosters a sense of belonging and loyalty, culminating in increased job satisfaction and productivity. Research by Hassett (2022) supports this, indicating that training aligned with job requirements enhances employee engagement and organizational commitment. A study by Quratulain et al. (2021) concluded that training and motivation positively impact employee performance, emphasizing the role of training in fostering engagement and satisfaction.

Integrating training with employee empowerment and job security strategies is vital for cultivating a supportive work environment. Empowerment through training involves granting employees greater autonomy and responsibility post-training, which enhances their sense of ownership and intrinsic motivation (Karikari, 2024). Simultaneously, job security and continuous training provide stability, allowing employees to focus on personal and professional growth without apprehension (Ensour et al., 2018). This integration is crucial for sustaining long-term motivation and organizational loyalty. The alignment of training programs with individual roles and career aspirations significantly determines their effectiveness. Tailoring training to meet specific employee needs ensures relevance, enhancing motivation and skill application likelihood (Casey et al., 2021). Conversely, generic or misaligned training can lead to disengagement and diminished motivation. Therefore, organizations must design training initiatives that resonate with organizational goals and individual career paths to maximize impact.

#### *Sectoral Variations in Training Effectiveness*

Training is a fundamental component of human resource management, aiming to enhance employee skills and organizational performance (DeCenzo et al., 2016). Its effectiveness, however, varies across different sectors due to unique industry characteristics and demands. Understanding these sectoral variations is crucial for designing training programs that boost employee motivation and productivity. Training programs often emphasize innovation and adaptability in technology-driven industries like telecommunications (Schultheiss, 2023). Employees are encouraged to develop entrepreneurial skills, including risk-taking and strategic decision-making, to navigate the rapidly evolving technological landscape. This focus enhances technical proficiency and fosters a proactive mindset, enabling employees to anticipate and respond to industry changes effectively. For instance, Garavan et al. (2020) highlight the importance of aligning training design with organizational needs to maximize effectiveness. Polo et al. (2018) further emphasize that a strong organizational training culture enhances training outcomes by fostering employee engagement and motivation.

Conversely, the service industry prioritizes interpersonal interactions, making soft skills training essential. Programs that enhance communication, customer relationship management, and conflict resolution are pivotal in this sector. Practical soft skills training improves employee engagement and customer satisfaction, as employees are better equipped to handle diverse client needs and foster positive service experiences. Research by Luu (2019) underscores the critical role of individual and contextual factors in determining training effectiveness within service-oriented sectors. In the manufacturing sector, the focus shifts to technical training aimed at operational efficiency and quality control. Employees are trained in machinery operation, safety protocols, and process optimization to ensure high productivity and adherence to standards. Structured technical training reduces operational errors and fosters a safer work environment, directly contributing to organizational effectiveness. Phillips & Phillips (2016) emphasizes the importance of systematic training evaluation to measure and enhance the effectiveness of technical training initiatives in the manufacturing sector.

The necessity for customized training approaches across sectors cannot be overstated. A one-size-fits-all strategy often falls short, as it fails to address the specific challenges and skill requirements inherent in different industries. Tailoring training programs

to align with sector-specific needs enhances their relevance and effectiveness, leading to higher employee motivation and better performance outcomes (Pragathi & Ahamed, 2023). Kodwani & Kodwani (2021) explore pre-training motivation and effectiveness determinants, highlighting the significance of tailored training strategies in improving individual and organizational outcomes. Sectoral variations in training effectiveness also have profound implications for employee motivation. When training programs align with employees' specific needs and expectations within a sector, intrinsic and extrinsic motivation levels tend to rise (Mitchell et al., 2020). Employees perceive such training as directly beneficial to their roles, enhancing job satisfaction and commitment. Conversely, generic or misaligned training can lead to disengagement and decreased motivation. Ritzmann et al. (2014) discuss how effective training design and evaluation practices significantly enhance motivation and learning outcomes, ensuring alignment with organizational goals.

### *Individual Factors in Training Transfer and Motivation*

Training transfer, defined as the practical application of skills and knowledge acquired during training in the workplace, is significantly influenced by individual factors (Hughes et al., 2020). Understanding these factors is crucial for organizations aiming to enhance employee performance through targeted training programs. Individual characteristics, such as motivation and personality traits, are pivotal in training transfer. Bandura (2023) indicates that trainees with high self-efficacy, or confidence in their abilities, are more likely to apply new skills on the job. Additionally, individuals with a proactive personality tend to seek opportunities to utilize their training, thereby enhancing transfer outcomes (Lochab & Nath, 2020). Intrinsic and extrinsic motivation is a critical determinant of training effectiveness. Intrinsic motivation, driven by personal satisfaction and interest in the task, has been found to sustain the long-term application of training content (Chaudhuri, 2020). Conversely, extrinsic motivation, influenced by external rewards such as promotions or salary increases, can initiate engagement in training but may not ensure persistent application. Therefore, fostering intrinsic motivation is essential for enduring training transfer.

The work environment also significantly impacts the relationship between training and motivation. A supportive organizational climate, characterized by encouragement from supervisors and peers, facilitates the application of new skills. Studies have shown that when employees perceive a positive transfer climate, they are more motivated to implement training content, leading to improved performance (Na-Nan & Sanamthong, 2020). Furthermore, opportunities to perform trained tasks and constructive feedback mechanisms are vital in reinforcing training transfer (Zhu et al., 2023). Tailoring training programs to individual needs enhances their effectiveness. Customized training that aligns with an employee's job role, career aspirations, and existing skill set increases engagement and the likelihood of transfer. For instance, incorporating real-world scenarios relevant to the trainee's position can make the training more applicable and motivating (Naweed & Rose, 2018). Moreover, involving employees in the training design process can lead to higher perceived relevance and commitment to applying new skills (Kodwani & Prashar, 2021).

The interplay between creativity and training at the individual level is another area of interest. Training programs encouraging creative problem-solving and innovative thinking can enhance job performance and satisfaction. Employees who engage in creative training are more likely to develop flexible thinking patterns, enabling them to adapt learned skills to various situations (Michaelsen & Esch, 2023). This adaptability not only benefits individual performance but also contributes to organizational innovation. Implementing individualized training approaches presents particular challenges. Resource constraints, such as limited time and budget, can hinder the development of personalized programs (Bamberger & Mabry, 2019). Assessing individual needs requires comprehensive evaluation methods, which may be complex and time-consuming. Resistance to change is another potential obstacle, as employees may hesitate to adopt new training methods or

technologies (Alshwayat et al., 2023). Organizations can leverage technology, such as data-driven learning management systems, to identify and cater to individual training needs efficiently.

## Metode Analisis

### *Study Design*

This study employs a qualitative systematic literature review (SLR) methodology to explore individual factors influencing training transfer and motivation. The SLR approach systematically synthesizes existing literature to uncover patterns, themes, and gaps in research, enabling a thorough understanding of the topic. The study follows a structured review process, including identifying, selecting, and critically evaluating relevant academic articles. This methodology ensures an organized and comprehensive analysis while maintaining flexibility in interpreting qualitative findings.

### *Sample Population or Subject of the Research*

This research focuses on peer-reviewed articles published after 2014, specifically addressing individual-level factors such as motivation and personality traits and their influence on training transfer. Studies were sourced from reputable academic databases, including Elsevier, Springer, Wiley, and Emerald, ensuring high-quality and reliable data. Literature primarily emphasizing individual factors rather than broader organizational contexts was prioritized. The inclusion criteria were designed to capture diverse perspectives from various industries and cultural settings, enriching the analysis.

### *Data Collection Techniques and Instrument Development*

Data were collected through systematic keyword searches in academic databases using terms like "training transfer," "individual characteristics in training," "motivation and training outcomes," and "personal traits in workplace learning." Boolean logic was applied to refine search results and improve relevance. Articles were screened based on predefined inclusion and exclusion criteria, emphasizing studies focusing on individual factors. A data extraction template was developed to organize key information, including study objectives, methodologies, findings, and theoretical frameworks.

### *Data Analysis Techniques*

Thematic analysis was employed to identify key themes and recurring patterns across the reviewed studies. The analysis focused on understanding how individual characteristics impact training outcomes, exploring motivational profiles, and examining the interaction between personal traits and workplace training effectiveness. A comparative study highlighted differences across contexts, industries, and cultural settings. These insights were synthesized to generate actionable recommendations and identify areas for future research.

## Results and Discussion

### **Results**

Training opportunities are recognized as a cornerstone of employee development, impacting work motivation and overall organizational effectiveness. This study's findings underscore the profound relationship between training initiatives and employee motivation, revealing general trends and nuanced insights across various industries. Well-designed training programs enhance intrinsic and extrinsic motivation, foster engagement, and strengthen organizational commitment, making them indispensable for modern enterprises (Singh & Phoolka, 2024). The relationship between training opportunities and work motivation is well-documented. Training addresses intrinsic motivation by enabling

employees to develop skills that align with their personal and professional aspirations. Employees experience a sense of satisfaction and accomplishment when training enhances their competencies, fostering intrinsic motivation that sustains long-term engagement. For instance, training tailored to an employee's role increases their confidence in handling tasks effectively, promoting job satisfaction (Mansour et al., 2024). On the other hand, extrinsic motivation, driven by external rewards such as promotions or financial incentives, also benefits from training opportunities. Employees who perceive that training leads to tangible career advancements become more committed to achieving organizational goals. Moreover, training programs create a learning culture and bolster employee loyalty and organizational engagement (Karunia et al., 2023). This dual impact of training highlights its critical role in aligning individual ambitions with corporate objectives.

However, the effect of training varies significantly across industries, necessitating customized approaches to program design and implementation. Industries such as technology, manufacturing, and services have distinct priorities and challenges, influencing how training initiatives are structured and delivered. In technology-driven sectors, the focus is predominantly on innovation and developing entrepreneurial skills. Rapid technological advancements demand continuous learning, with employees expected to adapt quickly to new tools and processes. Training in these industries emphasizes problem-solving, adaptability, and strategic decision-making under pressure. For example, programs integrating case studies and simulations allow employees to gain hands-on experience, making them more agile and innovative (Andoh et al., 2024; Singh & Phoolka, 2024).

In the service industry, training programs heavily emphasize developing soft skills, recognizing their critical role in shaping exceptional customer experiences. Effective communication, customer relationship management, and interpersonal skills are fundamental for employees to build strong, positive connections with clients. These skills are particularly valuable in a sector where success depends on human interaction and the ability to meet customer needs proactively. Training in this area equips employees with the tools to empathize with clients, resolve conflicts efficiently, and foster lasting customer relationships (Hassett, 2022). For instance, active listening and emotional intelligence courses enable service employees to deeply understand customer concerns and respond with appropriate solutions, building trust and loyalty. Such competencies enhance customer satisfaction and strengthen an organization's reputation and competitive positioning in the market (Muleya et al., 2022). Additionally, service organizations can drive customer retention and long-term growth by fostering a culture of empathy and adaptability.

On the other hand, the manufacturing sector prioritizes training programs that focus on technical skills, essential for maintaining operational efficiency and ensuring adherence to stringent safety standards. Employees in manufacturing roles are often required to handle complex machinery and follow detailed quality assurance protocols, making structured and precise training critical. Technical training in this sector helps workers improve productivity, reduce operational errors, and minimize the risk of workplace accidents. For example, safety training sessions that simulate real-world scenarios enable employees to practice emergency responses and enhance their situational awareness, creating a safer and more efficient workplace. Moreover, quality assurance training ensures that manufacturing processes consistently meet regulatory standards and customer expectations, contributing to the organization's operational excellence (Phillips & Phillips, 2016). These distinct priorities between the service and manufacturing sectors underline the necessity of designing tailored training programs that address each industry's unique challenges and demands, ensuring maximum effectiveness and alignment with organizational goals.

Organizational contextual factors also influence the effectiveness of training. A supportive work environment, characterized by an inclusive organizational culture, managerial encouragement, and clear internal policies, significantly enhances the



likelihood of successful training transfer. Employees are more likely to apply newly acquired skills in their daily tasks when they feel supported by their managers and peers (Karikari, 2024). For example, organizations that encourage continuous learning by providing time and resources for skill application foster a culture where employees are motivated to implement their training. Moreover, internal policies prioritizing career progression and rewarding skill development create a positive transfer climate, reinforcing the relationship between training and motivation. This alignment of organizational support with training objectives ensures that employees benefit from professional development initiatives (Yaqub & Singh, 2022).

Individual differences further shape how employees perceive and engage with training opportunities. Motivation profiles, such as highly optimistic, moderately optimistic, value-driven, and cautious, influence an employee's responsiveness to training. For instance, highly optimistic employees embrace training enthusiastically, applying new skills readily and confidently. In contrast, cautious individuals may require additional support and encouragement to engage fully with training content (de Jong et al., 2023). Recognizing these differences and tailoring training strategies to align with individual profiles ensures that all employees benefit from development opportunities. Personalized training approaches that consider employees' unique motivations and aspirations enhance engagement, increase retention, and foster a deeper connection to organizational goals.

Despite the apparent benefits of training, several challenges impede its effective implementation. Resource constraints, including budget limitations and time pressures, often hinder the development and execution of comprehensive training programs. Small and medium-sized enterprises, in particular, struggle to allocate sufficient resources for employee development. Additionally, a mismatch between training design and employee needs can lead to disengagement and reduced motivation. When training content is perceived as irrelevant or misaligned with employees' roles, it fails to generate the desired outcomes. Resistance to change further complicates the adoption of new training methodologies. Employees may be hesitant to alter established work routines or skeptical about the value of new training programs, while organizations may resist investing in untested approaches (Al-kharabsheh et al., 2023). Addressing these challenges requires strategic interventions, such as leveraging technology to streamline training processes and ensuring that training aligns with organizational goals and individual aspirations.

Technology is pivotal in overcoming these challenges by enabling data-driven training solutions. Learning management systems (LMS) equipped with advanced analytics allow organizations to assess employee needs, monitor training progress, and evaluate outcomes effectively. For example, adaptive learning platforms can tailor training content to individual employee profiles, ensuring relevance and maximizing engagement (Yaqub & Singh, 2022). Additionally, technology facilitates flexible learning options, such as e-learning and virtual simulations, which address time and budget constraints while maintaining training quality. The interplay between creativity and training also warrants attention. Training programs encouraging innovative thinking and problem-solving significantly enhance employee creativity and organizational performance (Muleya et al., 2022). For instance, workshops that involve brainstorming sessions, design thinking exercises, or collaborative projects stimulate employees to think outside the box and develop unique solutions to organizational challenges. This focus on creativity enhances job satisfaction and fosters a culture of innovation, positioning organizations to thrive in competitive markets.

## **Discussion**

The findings of this study highlight the significant impact of training opportunities on employee work motivation, both intrinsic and extrinsic. Relevant training programs enhance employees' technical and non-technical skills and foster a sense of confidence, accomplishment, and fulfillment of professional needs that drive intrinsic motivation. Employees who perceive training as an enabler for skill enhancement often develop a

stronger sense of competence and engagement in their work, which translates into higher productivity and loyalty toward the organization. For instance, participation in a specialized training program that aligns with job responsibilities helps employees feel more capable of tackling challenges, leading to increased job satisfaction and commitment. Furthermore, training is pivotal in stimulating extrinsic motivation by offering external rewards such as promotions, salary increments, or professional recognition. Employees who view training as a stepping stone toward career advancement are more likely to participate actively and implement the acquired skills in their daily tasks, positively impacting organizational performance. This dual effect of training underscores its strategic importance as a tool for skill development and a mechanism for fostering a motivated and committed workforce that aligns with organizational goals.

The effect of training also varies significantly across different industrial sectors, reflecting the distinct demands and challenges inherent in each field. In the technology sector, training programs often focus on fostering innovation and entrepreneurial skills to enable employees to adapt quickly to rapid technological changes. These programs frequently incorporate project-based learning or simulation exercises to enhance problem-solving abilities and strategic decision-making under pressure. For instance, a technology company may utilize real-world case studies to effectively equip employees with the tools to navigate complex industry challenges. Conversely, the service sector emphasizes developing soft skills, such as communication, customer empathy, and conflict resolution, which are vital for creating positive customer experiences. Training in this sector aims to strengthen employees' interpersonal capabilities, ensuring they can build strong customer relationships, resolve complaints effectively, and enhance overall customer satisfaction. This, in turn, bolsters the company's reputation and customer loyalty. Meanwhile, the manufacturing sector prioritizes technical training to improve operational efficiency, maintain quality standards, and ensure workplace safety. Structured training programs in this field teach employees to operate complex machinery, adhere to quality protocols, and manage safety risks effectively, which reduces operational errors and accidents. These differences underscore the importance of tailoring training programs to address sector-specific needs and challenges to maximize effectiveness.

Beyond sectoral differences, organizational contextual factors and individual employee characteristics significantly influence the effectiveness of training initiatives. Supportive managerial practices, such as providing constructive feedback and recognizing employees' application of new skills, create an environment conducive to successful training transfer. For instance, managers who allocate time and resources for employees to apply their newly acquired skills can enhance motivation and engagement. Organizational policies prioritizing employee development, such as rewarding skill enhancement or offering career progression opportunities, further strengthen the relationship between training and work motivation. Individual characteristics, such as motivational profiles and learning preferences, also play a critical role in shaping employees' responses to training. Employees with an optimistic outlook often exhibit more tremendous enthusiasm and willingness to embrace training opportunities. In contrast, those more cautious may require personalized approaches to feel confident adopting new skills. For example, a highly optimistic employee may quickly integrate newly learned techniques into their work, while a cautious employee might benefit from additional support and mentoring to build confidence. Recognizing these differences and implementing personalized training strategies are essential for ensuring that programs effectively meet diverse employee needs. By addressing contextual and individual factors, organizations can maximize the impact of training programs on employee motivation and, consequently, overall organizational performance.

The findings of this study align with key motivational theories, particularly Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory. Maslow (1943) posited that self-actualization and esteem are the highest levels in the human needs hierarchy. Training

programs designed to enhance skills and provide direct recognition fulfill these higher-order needs, fostering intrinsic motivation. Employees who perceive training as an opportunity to grow and achieve often feel more competent and accomplished, leading to greater engagement and productivity. For instance, targeted skill development programs can help employees reach their full potential, fulfilling their need for self-actualization and enhancing their motivation to contribute effectively to organizational goals (Maslow, 1954). Herzberg's Two-Factor Theory further contextualizes these findings by categorizing workplace factors into motivators and hygiene factors (Herzberg, 1966). Effective training programs act as motivators by offering growth opportunities and recognition, which promote job satisfaction and commitment. Conversely, poorly designed or irrelevant training may function as a hygiene factor, potentially causing dissatisfaction if not addressed adequately. For example, a mismatch between training content and job requirements can lead to employee frustration and disengagement (Herzberg, 1968). By integrating these theoretical perspectives, this research elucidates how training opportunities impact employee motivation through complementary mechanisms. Maslow's framework emphasizes the fulfillment of intrinsic needs, while Herzberg's theory highlights the dual potential of training as both a motivator and a source of dissatisfaction.

The findings of this study align with and expand upon several recent studies that emphasize the transformative role of training in enhancing employee motivation and performance across diverse industrial settings. Singh and Phoolka (2024) and Islam et al. (2024) demonstrated that training opportunities significantly enhance work motivation and creativity. Specifically, they highlighted that training programs focusing on employee empowerment and job security profoundly impact motivation, particularly within small and medium enterprises (SMEs). This supports the present study's finding that training programs foster intrinsic and extrinsic motivation, enhancing engagement and productivity. Moreover, Singh and Phoolka (2024) further elaborate that job crafting improves work engagement, mediated by organizational happiness. This resonates with the argument that contextual factors such as supportive work environments amplify training outcomes. This study also aligns with Mansour et al. (2024), who explored the telecommunications sector and revealed that entrepreneurial factors such as self-concept, work motivation, and risk-taking behaviors significantly influence employee learning and performance. Similarly, Andoh et al. (2023) identified the positive impact of training transfer opportunities on content assimilation and employee motivation to apply new skills, which parallels this study's conclusion that a supportive environment enhances the effectiveness of training programs. Additionally, Al-kharabsheh et al. (2023) demonstrated that digital training combined with performance evaluations positively affects employee motivation and job performance, further reinforcing the need for modern, technologically integrated training methods, as highlighted in the present research.

Karunia et al. (2023) added another dimension by identifying career development as a mediator between the work environment, training, and employee performance. This finding corroborates the current study's emphasis on tailoring training initiatives to individual aspirations and industry-specific needs. Similarly, De Jong et al. (2023) demonstrated the effectiveness of customized training approaches tailored to motivational profiles such as highly optimistic, value-driven, and cautious employees, affirming the importance of personalizing training for diverse learner profiles. Despite these parallels, certain discrepancies exist. For instance, Retorio (2022) suggested that technology-driven training could replace the need for interpersonal training in the service sector. However, the current study challenges this assertion, emphasizing that soft skills training, such as empathy and communication, remains indispensable for building meaningful customer relationships. This divergence underscores the multidimensional nature of training and highlights the necessity of effectively combining technological and interpersonal training approaches to address industry-specific demands.

The findings of this study present significant practical implications, particularly in the

design and implementation of training programs across various industries. Organizations must align training designs with the specific needs of the sector and individual employees to ensure effectiveness. In the technology sector, training programs should prioritize technological adaptability and innovation, equipping employees to navigate rapid advancements and industry disruptions. In the service sector, training should focus on enhancing empathy and communication skills to improve customer service quality and foster stronger client relationships. Meanwhile, in the manufacturing sector, structured technical training should take precedence to ensure operational efficiency, quality control, and workplace safety. Organizations should adopt data-driven approaches, leveraging technologies such as learning management systems (LMS) to personalize training programs. These tools enable organizations to tailor training content to employees' unique needs and preferences, ensuring relevance and boosting engagement. Personalized training enhances skill development and motivates employees by demonstrating an organizational commitment to their professional growth.

## Conclusion and Suggestion

This study explores the relationship between training opportunities and employee work motivation across various industries, focusing on intrinsic and extrinsic motivational dimensions—AA systematic analysis identifies sectoral variations in training effectiveness, highlighting the significance of tailored training designs. The findings emphasize that training programs aligned with organizational context and individual needs can significantly influence employee engagement, skill development, and job satisfaction. By addressing the research question, this study offers a comprehensive understanding of how training can be a strategic tool to foster motivation and enhance organizational performance.

The originality of this research lies in its cross-sectoral perspective, offering a nuanced analysis of training's impact on motivation. From a scientific standpoint, it contributes to the literature by integrating motivational theories with practical observations, demonstrating how contextual factors mediate training effectiveness. Practically, the study provides actionable insights for organizations to design adaptive and industry-specific training programs that maximize impact. It highlights the importance of adopting data-driven approaches such as learning management systems (LMS) to personalize training initiatives, ensuring relevance and fostering a motivated workforce. These findings can guide organizations in optimizing training investments for sustained growth and competitive advantage.

However, this study has certain limitations. It relies on secondary data and does not include primary empirical validation, which limits its ability to generalize findings across all organizational contexts. Additionally, while the study offers valuable insights into sectoral variations, it does not extensively address the dynamic interplay between emerging technologies and training frameworks. Future research could expand on these aspects by incorporating longitudinal studies or experimental designs to examine the long-term impacts of training on motivation. Researchers are encouraged to explore integrating advanced technologies, such as artificial intelligence, into personalized training programs to refine their effectiveness further. These directions will enhance the applicability and depth of knowledge in understanding the complex relationship between training and work motivation.

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