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## Impact Of Training and Development on Employee During Covid-19

Ms. Arpita

MBA (DUAL) Faculty of Commerce and Management, Rama University, Kanpur

Email: [tarpita99@gmail.com](mailto:tarpita99@gmail.com)

Peer Review Information	Abstract
<p><i>Submission: 13 March 2026</i> <i>Revision: 0.2 April 2026</i> <i>Acceptance: 16 April 2026</i></p>	<p>Most businesses have seen bad outcomes as a consequence of a lack of effective employee training and development. It was for this reason that an investigation of the performance of Oman Air's staff during the COVID-19 pandemic was conducted. The study was conducted using a sample of 35 persons drawn from Oman Air's total workforce of 100 employees. Following the conclusions of the research, Oman Air was able to maintain its competitive advantage, enhance employee satisfaction levels, and reduce staff turnover by establishing a training and development plan that was successful. The training and development essential to do their jobs more successfully were provided to new hires, resulting in higher productivity and better succession planning for the organization. When it comes to Oman Air, a training and development plan must be established before it can be properly executed. According to the findings of the study, there is a positive relationship between training and development and employee performance.</p>
<p><b>Keywords</b></p> <p><i>Employee, Training and Development, Covid-19, Pandemic</i></p>	

### Introduction

This study aims to investigate the impact of training and development on employee performance in Oman Air during Covid19 pandemic. Every company is looking to increase its efficiency, this is the primary goal of any business; nevertheless, it cannot be achieved without the effective performance of its staff. Because of this, a management reform was implemented to deal with the performance challenges that businesses were experiencing: the performance management system. (Sharif, 2012).

In order to aid both the company and its personnel, training and development strategies are put in place to contribute to the ultimate goal of the business. Training and development have a positive impact on the company's profitability, as well as on employees' attitudes toward profit. Organizational objectives may be better identified and achieved by employees with the help of training and development. The term "employee training and development" refers to

the process of providing workers with the skills and knowledge they need to succeed in their present and future positions. Training and growth are the means through which one acquires knowledge. As a result, it may be seen as an organizational resource that aids in the acquisition, inference, and application of knowledge by workers. Because it may bring together newly acquired skills and knowledge, employee performance contributes to the expansion of a business. As a result, scholars have devoted particular attention to the impact of training and development on employee productivity in the workplace. Tahir (2014).

Even before the COVID-19 pandemic, skill development and lifelong learning systems were encountering growing issues in fulfilling rapidly changing labor market demand. As a result of the pandemic, the need of learning new skills, reskill, and upskills have increased dramatically in order to adapt to the new situation, which has expedited changes in skill demand and increased the likelihood of structural upheavals in labor

markets throughout the world, there is an urgent need for quality training to support a healthy economic recovery. Governments must ensure the continuity of occupational training and development, as well as increase the efficacy of skill development, to improve societies' agility and resilience in the face of future challenges posed by pandemics and crises. (N.d, 2021).

### Executive Summary

The COVID-19 pandemic acted as a global catalyst for rapid digital transformation, fundamentally altering the landscape of digital literacy, organizational leadership, and professional development. While the crisis forced a massive shift to digital channels, research indicates that this transition did not necessarily bridge the "digital divide." Instead, socio-demographic factors such as age, gender, and education levels determined the extent to which individuals improved their digital skills, potentially exacerbating pre-existing inequalities.

Within the corporate sphere, the role of leadership shifted from traditional hierarchy toward "change agency," emphasizing communication, empathy, and adaptability. Organizational training also underwent a revolutionary shift; however, empirical evidence suggests that the effectiveness of virtual training (VT) is less dependent on hardware infrastructure or employee engagement than on pedagogy and alignment with business objectives. As the global workforce transitions to permanent Hybrid Work Systems (HWS), the focus has moved toward rapid upskilling in health and safety, infection control, and digital fluency to maintain operational resilience.

### The Second-Level Digital Divide and Skill Acquisition

The pandemic-induced digital transformation highlighted a "second-level digital divide," which refers to inequalities in usage patterns and abilities rather than just physical access to technology.

### Demographic Determinants of Skill Improvement

An empirical investigation of German Internet users (N = 1,143) found that the pandemic did not equally distribute digital skill improvements. Success in acquiring new skills was associated with specific socio-demographic factors:

- **Age:** Younger users were more likely to report skill improvements than older users.

- **Gender:** Male users demonstrated a higher likelihood of skill acquisition compared to female users.
- **Education:** Individuals with higher educational backgrounds were more likely to enhance their digital literacy than those with lower education levels.

### Key Digital Competencies

Digital literacy during the pandemic centered on five core competencies required for effective technology use:

1. **Information and Data Literacy:** Articulating information needs and judging the reliability of sources.
2. **Communication and Collaboration:** Interacting and working with others via video conferencing and messengers.
3. **Digital Content Creation:** Independently creating and editing digital information.
4. **Safety:** Protecting privacy, personal data, and psychological health.

### Psychological Implications

Improved digital skills were linked to both positive and negative psychological outcomes. While better skills helped users feel more informed and safer, they also intensified negative experiences such as "Zoom fatigue" and feelings of loneliness.

### Leadership And HRD Roles in Crisis Management

The pandemic hit a "reset button" on the workplace, placing leaders as the primary mediating force between employees and organizational objectives.

### Essential Leadership Attributes

Effective crisis management required leaders to move beyond traditional management to embrace several key attributes:

- **Communication:** Providing clear, reliable, and transparent information to reduce anxiety and ambiguity.
- **Humility and Empathy:** Flattening hierarchies to listen to employee needs and create a sense of togetherness.
- **Adaptability:** Quickly observing system flaws and implementing Virtual/Digital solutions like Work from Home (WFH).
- **Risk Management:** Observing and preparing for tenfold increases in financial and health risks.
- **Change Agency:** Preparing employees to adapt to new hybrid teams and virtual management styles.

**The Role Of Human Resource Development (HRD)**

HRD practitioners served as "technology enablers," responsible for training leaders in new systems and emotional intelligence. A central focus for HRD was managing the "human capital" by supporting the physical, emotional, and psychological well-being of employees to mitigate the stress of job insecurity and isolation.

**Factors Influencing VT Effectiveness**

A case study of IT organizations in Bangalore, India, produced surprising results regarding the drivers of training success:

- **Infrastructure:** IT infrastructure explained only 1.3% of the variation in VT effectiveness.
- **Engagement:** Employee engagement accounted for only 0.7% of the variation in effectiveness.
- **Core Conclusion:** Success in virtual training is not significantly tied to hardware or engagement levels at a 95% confidence level; rather, it depends on pedagogy, business alignment, and the implementation of flexible hybrid training practices.

**The Shift to Hybrid Work Systems (HWS)**

Organizations are moving toward a Hybrid Work System (HWS) where employees divide time between campus and WFH/WFA (Work From Anywhere). It is estimated that post-pandemic, 30–40% of the workforce may permanently adopt these arrangements to improve operational efficiency and cost-effectiveness.

**New Training Requirements**

Over 40% of employers reported new training needs emerging directly from the pandemic. The focus shifted toward:

- **Health and Safety / Infection Control:** Identified by 70.8% and 68.0% of employers, respectively.
- **Task Re-alignment:** Training staff for new responsibilities (32.8%).
- **Digitalization:** Increasing computer and data literacy (18.6%) to manage online ordering and digital footprints.

**Training Methods And Motivations**

To meet these needs, employers prioritized speed and availability over formal accreditation:

Training Type	Usage Percentage
Informal or Ad Hoc Training	55.5%
In-house Unaccredited Training	50.3%

External Training	Unaccredited	22.0%
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**Reasons For Training Increases**

- Business expansion or hiring more staff.
- The need to upskill for a workplace permanently changed by COVID-19.
- Catching up on training missed during initial lockdowns.

**Research Objectives**

The Objective for this study is:

- To study the training and development used in Oman Air during the COVID-19 pandemic.
- To determine the factors affecting training and development in Oman Air during the COVID19 pandemic.
- To analyze the relationship between training and development and employee performance in Oman Air.
- To provide recommendations to enhance employee performance through training and development in Oman Air.

**Scope Of This Study**

This research focused on the impact of training and development programs on Oman Air employees during the COVID-19 Pandemic. The research was conducted in the period from October 2021 to January 2022 to investigate the effect of training and development programs on Oman Air employees' overall performance within the HR department.

This study to discover the programs and training strategies used to promote and develop employee performance, achieve effective and enhanced performance, increase their practical skills, and gain work experience.

This study focuses on Oman Air's trained workforce. In addition, an interview with the company director or a person in charge will be arranged as well as conducting a number of employees surveys.

In the end, all research findings and conclusions will be disclosed which will be very beneficial for all parties, the organization, its personnel, and other stakeholders.

**Significant Of the Study**

Some of the most important pillars of human resource management functions are training and development. It is important to foster an employee's core talents and competencies for improved performance in the organization. According to Olaniyanand Ojo (2018), training is crucial because it boosts productivity, improves work quality, improves skills, knowledge, and job

satisfaction, and develops employee attitudes. It may also aid in identifying areas for further growth in order to create new leaders and support succession planning. It also provides the individual with the degree of effectiveness required to accomplish the work in order to favorably boost production.

According to Noe (2019), training increases the organization's ability to function more successfully because it shows appreciation for its personnel. Training and development, on the other hand, benefit both businesses and employees. Employees that are adequately taught will be more efficient and productive. There are many benefits to conducting training and development programs for the staff. These are increasing employee job satisfaction, efficiency, more motivation to do their work, and the ability to adopt new technologies and reducing the turnover of the employees.

In order for a firm to develop and succeed, training is essential. Having a well-trained staff may lead to increased productivity and efficiency. In a nutshell, training refers to gaining the skills required for a certain career. Organizations all across the globe rely on effective programs for employee development and training to be successful. Not only can these initiatives help individuals enhance their skills, but they also enable organizations to boost productivity while also enhancing the workplace environment. Employees may benefit from training by gaining new skills or honing their existing ones, which will help them work more effectively, produce more, and lead more effectively.

For any employee, training is very crucial, it will enable him to be more productive, complete his work in a professional way, enable to be a better leader in the future. Also, these kinds of programs are expected to improve the organization's culture and profitability. Employees that have received training are better able to accomplish their duties. The training may boost the employee's confidence. This confidence may encourage them to do even better and come up with fresh ideas to help them thrive. (Frost, 2019).

#### **Limitation Of the Study**

Because of the COVID-19 epidemic, the research environment is confined to Oman Air, and the sample size could not be increased owing to limited reachability. The research will involve the impact of training and development on employee performance. The surveys will be delivered to a high number of respondents, but only a small percentage of those will answer them because of a lack of interest or time for the respondents. Also, some replies are dishonest and realistic.

This will have a detrimental influence on the study's findings. Furthermore, resources may not be readily available, such as related books and papers, and time may be highly restricted to perform these tasks, since it may not be adequate to get the essential knowledge and data clearly and precisely.

#### **Research Methodology**

##### **Research Design**

A researcher's toolkit includes a variety of approaches and processes that are organized into a study design. A variety of research methods may be used while performing a study. Qualitative and quantitative research methods are utilized in conjunction with one other, as well as a mix of the two. Mixed-method research helps to use the strengths of both qualitative and quantitative research, as well as get more information from the combination than each type alone. When used together, they give a more comprehensive knowledge of research challenges. (Cresswell, 2019).

To investigate the influence of training and development on employee performance in Oman Air during the COVID-19 pandemic, a quantitative approach was adopted, which included the distribution of a questionnaire to participants who were chosen from among employees, trainees, and managers. The questionnaire is divided into four sections: demographic questions, variables influencing training effectiveness, overall performance, training effectiveness, or results, and respondent comments. Trainees' self-reports are used to assess training efficacy and results.

##### **Data Collection Methods**

The term "data" refers to any kind of organized information. It's important to note that data collecting is the process of gathering and measuring relevant data from various resources, as well as evaluating and interpreting that data to get the answers looking for in the study. Our study is heavily reliant on data, emphasizing the need to gather it. Accurate data collection is required to make informed judgments, ensure quality, and maintain research integrity. During data collection, the researcher determines the data kinds, data sources, and methodologies employed. There are several techniques for gathering data. There are two approaches to gathering data. (Simplilearn, 2021).

- **Primary Source:** These are the researchers own, first-hand observations. Prior to any further or related study, this is the initial step in the process of gathering information. If the researcher collects the data himself, the findings from primary data are almost always reliable. On

the other side, doing research on-site may be time-consuming and expensive.

• **Secondary Source:** is information that has already been obtained and evaluated statistically by another party. Researcher-entrusted information or information that the researcher sought is included in this data. It's a kind of secondhand information. In spite of the fact that secondary information is more accessible and less costly than primary information, there are concerns about its credibility. Secondary data is overwhelmingly quantitative in nature.

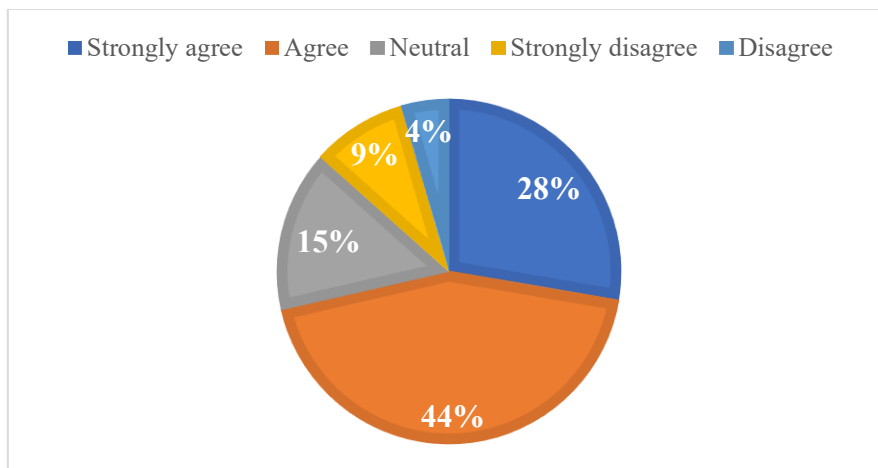
Because the researcher was unable to conduct the interview due to the COVID-19 pandemic, the questionnaire included both open-ended and closed-ended questions with employees in the selected Oman Air and human resource department. The instrument's questions were carefully constructed to prevent ambiguity and misunderstanding. The personnel targeted included the manager in charge of training as

well as the leaders of all HR departments. Questionnaires were dropped and then picked up when they had been completed. Secondary data was used to enhance the primary data with both qualitative and quantitative information. Secondary data sources include Oman Air's website, books and articles, media stories, and other sources focusing on training, development, and performance related papers. This contributed to the study's consistency and clarity.

**Data Analysis**

Data analysis is a procedure that uses both statistical and logical tools to show data that is directly tied to the fundamental components of research. As a result, in this chapter, the researcher will examine the data and then interpret it in order to make it understandable. The majority of the data analysis from the questionnaire will be presented. They will be given in the form of tables, graphs, and pie charts, which will aid the reader's comprehension.

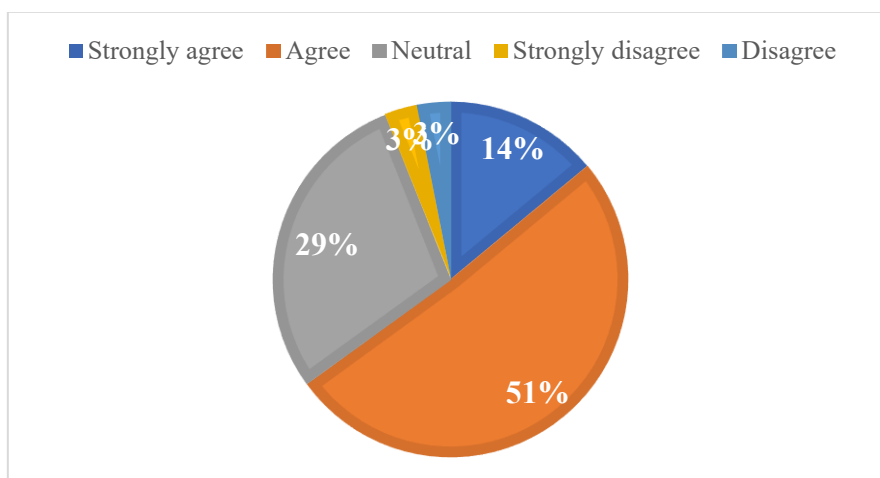
<b>The organization offers training and development for all employees.</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	11	31%
Agree	17	49%
Neutral	6	17%
Strongly disagree	0	0%
Disagree	1	3%
Total	35	100%



**Are you satisfied with the present method of selection of candidates for training.**

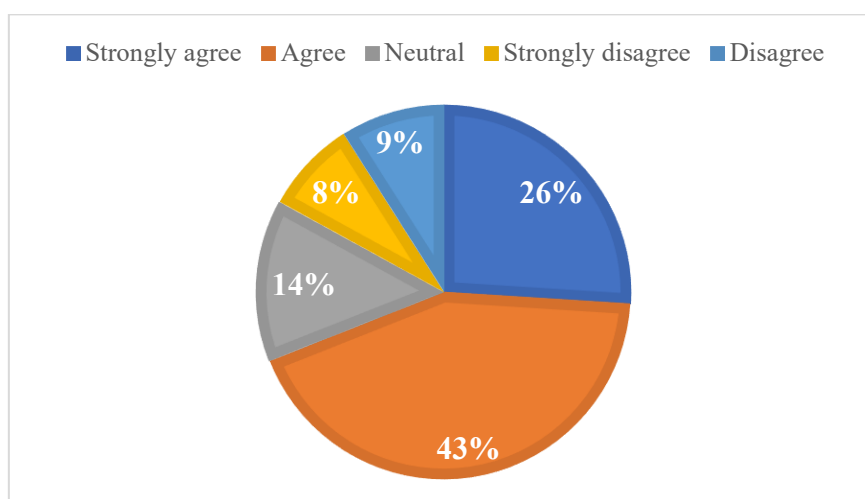
<b>Are you satisfied with the present method of selection of candidates for training.</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	5	14%
Agree	18	51%
Neutral	10	29%
Strongly disagree	1	3%

Disagree	1	3%
Total	35	100%



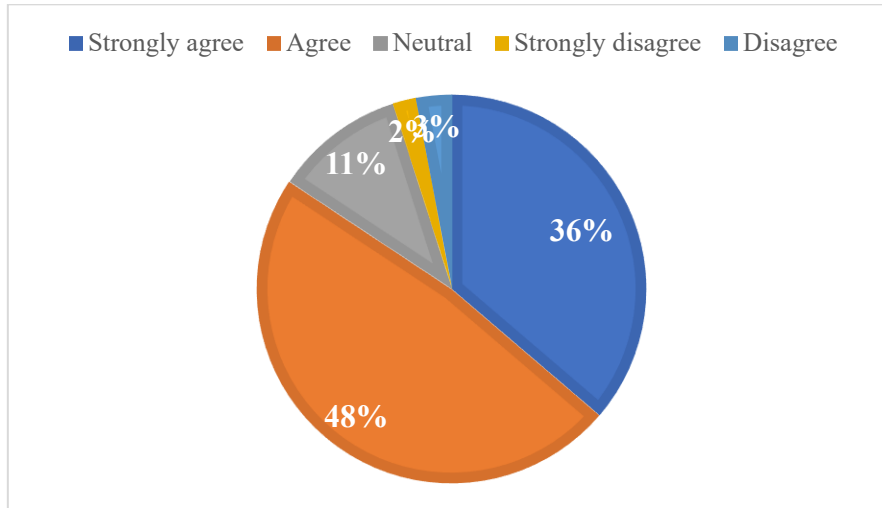
**The organization considers training as a part of organizational strategy.**

The organization considers training as a part of organizational strategy.	Frequency	Percent
Strongly agree	9	26%
Agree	15	43%
Neutral	5	14%
Strongly disagree	3	8%
Disagree	3	9%
Total	35	100%



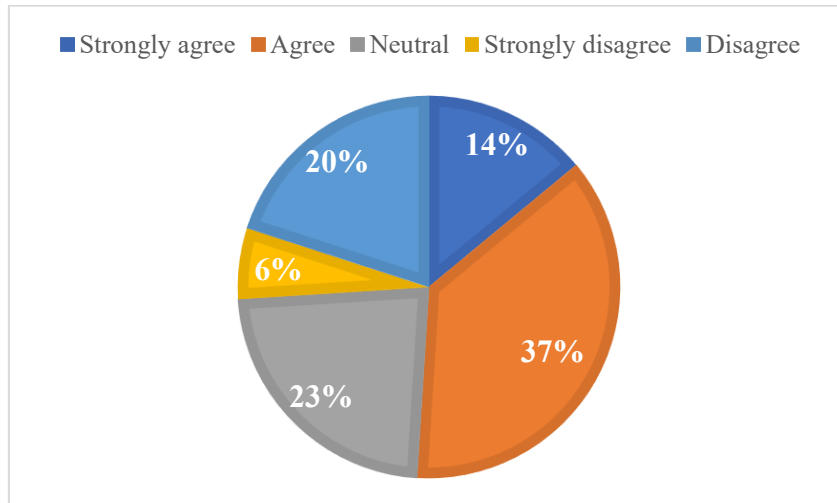
**The Covid 19 pandemic affected the training and development employees**

The Covid19 pandemic affected the training and development employees in the organization.	Frequency	Perce
Strongly agree	13	37%
Agree	17	49%
Neutral	4	11%
Strongly disagree	0	0%
Disagree	1	3%
Total	35	100%



**The Covid19 pandemic has affected employee performance.**

The Covid19 pandemic has affected employee performance.	Frequency	Percent
Strongly agree	5	14%
Agree	13	37%
Neutral	8	23%
Strongly disagree	2	6%
Disagree	7	20%
Total	35	100%



**Summary Of Findings**

This research evaluates the impact of training and development on the performance of Oman Air personnel during the COVID-19 epidemic as the data in this research was collected through primary sources by distributing a questionnaire to 100 employees. Respondents were obtained for 35 Oman Air employees. Also, secondary sources such as books, articles, previous literature reviews, and websites were used, and the E-library MEC was also used. The results of the survey showed that employee development

and training are critical to enhancing employee performance and increasing productivity. Training has been shown to help both the individual and the organization in terms of enhanced production and profitability through improving employee knowledge, skills, abilities, competencies, and behavior. The enhancement of employee performance is also considered as an aim of training since it is a way of correcting skill deficiencies and performance shortcomings in the workplace. Employees' talents develop as a result of receiving high-quality training in their

jobs. In turn, as a result of this training, employees' performance and productivity will improve, as will their knowledge, skills, and attitude, which will prepare them for their future responsibilities.

The survey results demonstrate the significance of Oman Air training and development initiatives, which contributed to an increase in employee performance, skills, knowledge, productivity, belief in the ability of employees to make a contribution to the attainment of the company's objectives. Training and development programs are seen as a high priority in the business, and the assessment of these programs is regarded as a vital step in assessing whether or not they have an influence on the employees and the firm. Most of the survey results support the organization's strategies for training and development, whereas Oman Air internal training strategies for improving staff performance are as follows: Providing frequent training sessions to employees and ensuring they maintain a continual presence in the workplace in order to increase overall productivity. Internal workshops should be organized, and the e-learning system should be monitored. E-learning is an excellent resource for students. Oman Air is using to facilitate the training program and save employees time, money, and effort.

The survey findings also revealed the effect of the COVID-19 epidemic on training and development. The COVID-19 epidemic has greatly hampered the skilling, upskilling, and reskilling of Oman Air personnel, apprentices, and interns. To counteract this consequence, Oman Air boosted online learning. However, they encountered significant difficulties in offering instruction online. The most prevalent of these were infrastructural challenges, such as insufficient internet connectivity and poor computer access, which reduced users' digital literacy; a lack of customized training programs and resources; and the difficulty of offering practical training online. This is the most difficult aspect of online training for apprentices and interns.

### **Conclusion**

Employee performance at Oman Air was examined in this study to determine the influence of training and development on that company's overall performance during the COVID-19 pandemic. Oman Air's performance is heavily reliant on training and development. According to the study, employee performance is boosted through training and development. It allowed Oman Air to preserve its competitive edge while also increasing employee happiness and morale and lowering turnover. Furthermore, Increased

productivity was a direct result of giving new employees the skills and training they needed in order to do their jobs more successfully. It also provided staff with the opportunity to highlight areas where they might improve. In addition, successful succession planning that aligned with corporate objectives was aided through training and development. Training and development for employees' performance have been shown to have a beneficial association. Those employees who are not achieving their full potential in any element of their jobs may benefit from this training. It has been shown that employee performance may be favorably affected by training and development opportunities.

Human resources management is becoming more crucial in the administration of a company, as shown by the effects of human resources on innovation, new working relationships, and employee competency enhancement. It's hard to overstate the importance of human resource management training and development programs and initiatives. The ability to choose the most qualified employees for a position is crucial to a company's success, and employees can only be successful if they possess the appropriate skills and competence. In order to advance in their jobs and ascend through the ranks of the business, personnel must participate in training and development opportunities. As a result, the organization's overall effectiveness would be increased as a result. When it comes to an organization's resources and assets, people who are competent and well-trained will always outperform those who do not possess these characteristics. The study was carried out in order to determine how training and development impact employee performance as a result of their participation.

### **Limitations**

The design characteristics or procedures that impacted the interpretation of the research outcomes are the limitations. As a consequence of these limits, we were not able to apply to practice and utilize the findings that we originally picked for the study's design. There were limitations to this research, including:

**Time:** Because of the tight deadlines, it was vital to work more quickly to ensure that the study was delivered on time and in top shape while still maintaining a high level of quality.

**Sample Size:** Studies frequently seek to comprehend a certain issue. Sample size: Because the sample size was quite small, it made it difficult to make significant data linkages because demographic studies typically required a larger sample size to ensure corporate

representativeness. In the research, we obtained a sample size of 35 out of 100 samples.

**Data Collection Method:** The method used to collect data has significant limitations. The collected data via an electronic survey was despite several difficulties in disseminating the amount of information obtained from an electronic questionnaire sent to the company's employees. In addition, one of the limitations of our study was a lack of data and inaccuracy in the data that we obtained, whether from earlier studies or from the questionnaire that was administered.

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