

A Study of Assessing the Efficacy and Efficiency of Training and Development Methods in Fast Food Chains

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Abstract: In the highly competitive business world, investing in people through effective training and development programs is crucial. This study looks closely at training and development, specifically focusing on how well it works at Army Navy Inc., a fast-growing fast-food chain known for its great service. In the fast-food industry, where customer preferences and technology are always changing, the Army Navy faces the challenge of keeping its workforce adaptable and skilled. The study uses a mixed methods research approach to tackle this challenge, combining numbers from training data with insights from interviews and surveys. By closely examining how Army Navy Inc. does things, the research aims to find patterns and best practices. The goal is to provide useful insights for training in the organization and the broader fast-food industry in the Philippines. The main aim is to identify the best ways companies in the Philippines train their employees, build better relationships with them, and contribute to the organization's success. The study addresses important issues like how formal training programs are set up, the types of people who work there, ways to keep them from leaving, and how training impacts how much employees care about their work and how satisfied customers are.

Keywords: Efficacy and Efficiency; Training and Development; Methods in Fast Food Chains; Fast-Food Industry; Organization's Success; Employee Engagement; Investing in Human Capital; Operational Excellence.

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1. Introduction

In today's competitive business landscape, organizations recognize the importance of investing in human capital. Training and development programs have become indispensable tools for enhancing employee skills, knowledge and performance. This study investigates training and development, emphasizing their effectiveness and efficiency in the unique context of Army Navy Inc., a rapidly growing fast-food chain known for its exceptional services [5]. The fast food industry is known for its dynamic nature, marked by rapid changes in consumer preferences, technological advances, and the need for consistent service quality. In this context, Army Navy Inc. has seen significant growth in market presence and geographical footprint [6]. However, the company's expansion also brought a series of challenges, including ensuring the company's workforce remained adaptable, competent, and aligned with the core values and philosophy of customer-centric management of the Army Navy Inc [7]. In an era of increasing competition and ever-changing customer expectations, the effectiveness and efficiency of training and development initiatives are critical to the continued success of the Army Navy Inc [8]. This study embarks on a comprehensive exploration of the methods Army Navy Inc. used to train and develop its workforce. It aims to answer important questions regarding the effectiveness of these methods in imparting important skills, promoting employee engagement, and ultimately contributing to the organizational goals of the Army Navy Inc [9]. This study will use a mixed methods research approach to achieve these goals, combining quantitative analysis of training data and qualitative information through interviews

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and surveys with Army Navy personnel [10]. Through this integrated approach, we seek to uncover patterns, trends and best practices that can guide the Army Navy's future training and development strategies. By examining the Army Navy's training and development efforts from multiple perspectives, this study seeks to provide valuable insights not only into the organization itself but also into the field of resource management and the broader workforce in the fast food industry [11].

In the following sections, we will explore this study's methodology, document analysis, and results to shed light on the effectiveness and efficiency of training and development methods at Army Navy Inc [12]. Ultimately, our goal is to help improve workforce development practices, allowing the Navy to thrive in an ever-changing business environment.

1.1. Purpose of the Study

This research study seeks to determine the best methods utilized by private companies in the Philippines, specifically ArmyNavy Inc. Training and Development for employees, have a key role in establishing a good relationship between the company and the employee [13]. The purpose of doing this is to improve the training and development methods, the effectiveness of these methods through the employees, and the benefits they provide to employees and companies. Not just the improvements but also to help the companies who are new in the business world and companies who want to strengthen the methods they are using and may add to their plans in the future [14].

2. Review of Literature

The organization faces several key questions and challenges that need clarification and resolution. Firstly, it thoroughly evaluates the current training programs to discern their effectiveness in fostering skill acquisition among personnel. This extends beyond mere participation metrics, searching into the practical application and retention of acquired skills. Furthermore, the assessment encompasses the broader spectrum of performance improvement, aiming to quantify the impact of training initiatives on individual and collective job performance within the organization. This involves scrutinizing whether the training methods correlate with tangible enhancements in job-related tasks and responsibilities. Operational efficiency is another pivotal aspect, wherein the evaluation seeks to determine if the training and development methods contribute to streamlined processes and optimized resource utilization within the Army Navy Inc. This entails assessing the cost-effectiveness of the training programs to the outcomes achieved, thereby ensuring a reasonable allocation of resources.

In addition, the statement of the problem involves identifying and addressing potential challenges within the existing training framework. This includes recognizing any gaps or shortcomings in the delivery, content, or accessibility of training and proposing targeted improvements to overcome these obstacles. Ultimately, a comprehensive analysis of the efficacy and efficiency of training and development methods in Army Navy Inc. aims to provide actionable insights for refining and enhancing the organization's approach to personnel development, aligning it more closely with strategic objectives and operational excellence.

Nassazi and Ossi [1] state that training and development impact employee job performance. This result is generally consistent with previous management literature on training and development. Employee participation in training and training choices suggests that these companies have good and perhaps clear policies on training and development, as most employees are provided with training opportunities as part of the company's mandatory internship program for all employees and/or probationary to the company. Training and development programs play an important role in every organization. These programs improve employee performance in the workplace, update knowledge, enhance personal skills and help avoid management obsolescence. With these programs, it becomes easier for the management to evaluate work performance and thereby make decisions like promotions, rewards, compensation, social facilities, etc., as well as plan, retain, and motivate employees. This creates efficient and effective employees in the organization. Training improves the overall performance of an organization in many different ways.

The main areas in which employees are typically trained in an organization are soft skills development, personality development, interpersonal relations, problem-solving techniques, management and supervisory training programs, quality improvement training programs, technical processes, quality circle programs, time management skills, employee skills, performance development programs, violence prevention programs, regulatory compliance, goal setting and program implementation, workplace safety management, workplace communication, and more. Training allows employees to develop their skills within the organization and thus naturally increases the organization's market value, earning capacity, and job security. Training shapes employee attitudes and contributes to better cooperation within the organization. Training and development programs enhance the quality of work life by creating an employee-friendly work environment [2].

According to Peachy essay [3], increasing the effectiveness of training programs is the number one goal of most organizations when spending their training budget. Unsurprisingly, training helps maximize your time (and money) while still achieving all

your learning goals. Many companies discover their training is unsuccessful (or only partially effective) in achieving their goals. In most cases, this is due to training and development issues. Some training challenges include a time-constrained and often fragmented workforce, reducing costs while increasing engagement, and accommodating diverse learning preferences.

HR policies aim to improve employee engagement, which is vital for the survival of organizations in this highly competitive modern era. Employee engagement and Customer satisfaction are directly linked, and if organizations strive for improved working conditions for employees and provide a comfortable and stable work environment, their employees will be more engaged; this brings greater work efficiency and provides better service to customers. Training has a positive effect on employee engagement. It is essential to note that other innovative ideas and methods are needed to improve the training process in the service sector. Information technology must be integrated with training and development methods for optimal industry growth [4].

3. Methodology

This study used a descriptive research design to explore the topic. From ArmyNavy Inc., a sample of 100 employees was randomly selected out of a total population of 134. The study encompassed the collection of both primary and secondary data. For primary data, a self-structured questionnaire consisting of two sections was used. The first part focused on demographic information, while the second contained subjective questions [15]. A Likert scale was applied to ensure the reliability of the study. Employees from various positions took part in completing the questionnaire [16].

Secondary data was obtained from online sources. The analysis employed statistical tools such as standard deviation, mean, reliability tests, frequency, and coefficient of skewness. The collected data underwent examination using SPSS version 26.00.

4. Result

4.1. Empirical Analysis of Data

An assessment was conducted to ascertain the reliability of the questionnaires and the resulting data.

4.2. Case processing summary

At ArmyNavy Inc., the reliability of a questionnaire consisting of 15 items designed to evaluate the impact of training and development on employee performance has been assessed using Cronbach's alpha [17]. Cronbach's alpha measures internal consistency, indicating how closely related a set of items are as a group. It helps ensure that the questionnaire reliably measures the intended construct (Table 1).

Table 1: Case processing summary [17]

	N	%
Valid	100	100.00
Excluded	0	.0
Total	100	100.0

4.3. Reliability statistics

Table 2: Reliability statistics [17]

Cronbach's alpha	N of Items
.948	15

Reliability analysis: The questionnaire underwent analysis to confirm its reliability, yielding results that included the calculation of Cronbach's alpha, a reliability measure (Table 2). The questionnaire demonstrates high reliability with a coefficient of 0.948 for 15 items, surpassing the minimum acceptance level of 0.7.

4.4. Demographic Details of Respondents

Table 3: Demographic Profile

Demographic variable		Frequency	Percentage
Gender	Male	56	56.00
	Female	44	44.00
Age group	21-30	52	52.00
	31-40	32	32.00
	41-50	10	10.00
	Above 50	6	6.00
Education	Primary	1	1.00
	High School	5	5.00
	College	90	90.00
	Post - Grad	4	4.00
Marital Status	Married	32	32.00
	Single	68	68.00

Salary	Below 15000	33	33.00
	15-000-30,000	34	34.00
	30,000-45,000	25	25.00
	Above 45,000	8	8.00

Source: from multiple respondents' survey response

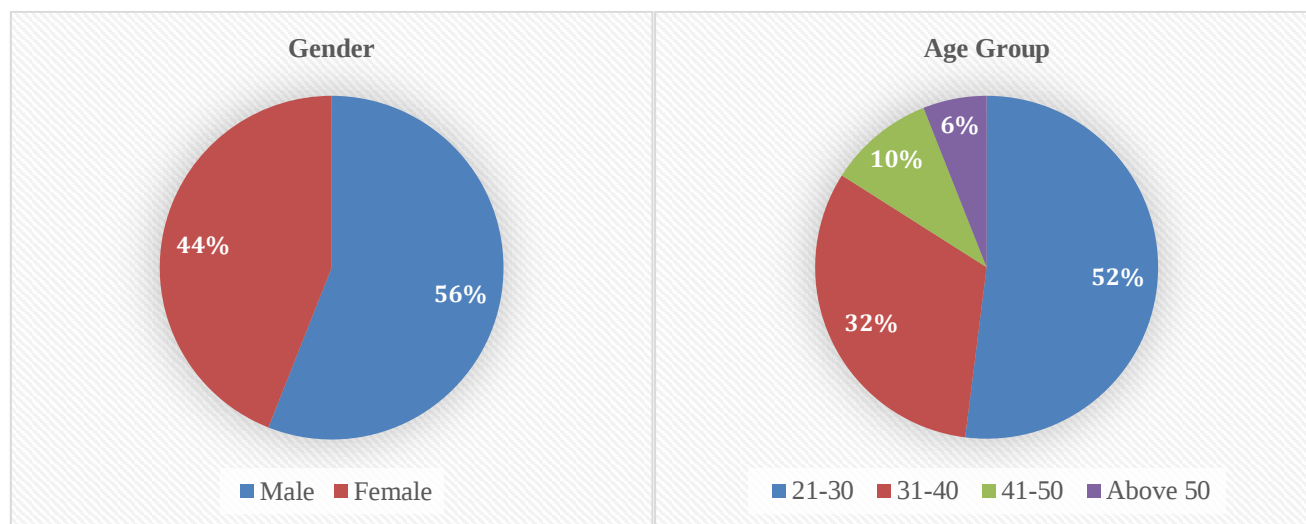


Figure 1: Demographic Profiles on Gender and Age Groups

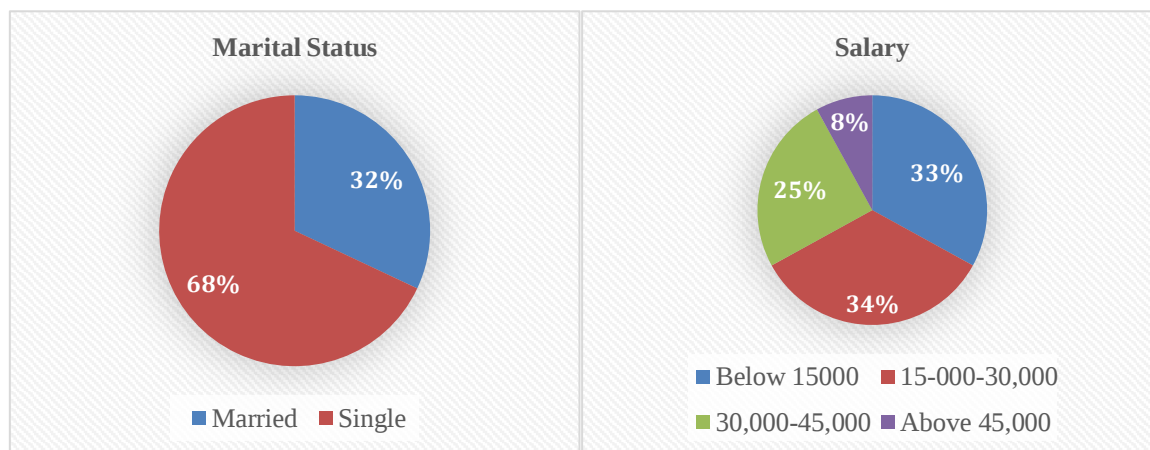


Figure 2: Demographic Profiles on Marital Status and Salary

Table 3 offers a detailed snapshot of respondent demographics, accompanied by visual aids for enhanced clarity in interpretation. The data reveals a substantial gender imbalance within the organization, with males comprising a significant majority at 56%, while females constitute 44% (Figures 1 and 2) [18]. This distribution is influenced by the nature of ArmyNavy Inc., a restaurant where males more commonly fill the physical role. A closer examination of the graphs highlights a prevalent presence of young employees, with 52% falling in the 21-30 age group and 32% in the 31-40 range. This demographic makeup benefits the organization, as youthful employees often bring enthusiasm, sincerity, and innovative ideas, contributing to overall growth and competitive advantage [19]. Furthermore, 90% of employees have completed college, indicating a highly educated and knowledgeable workforce [20]. Regarding marital status, the majority, comprising 68%, are unmarried. When considering organizational hierarchy, salary disparities are evident based on designation [21]. However, most respondents receive salaries within the 15,000-30,000 range, emphasizing a common salary bracket among the surveyed employees (Figure 3).

Table 4: How long have you been employed at ArmyNavy Inc.?

	Frequency	Percentage
Less than 10 years	51	51.0
10-15 years	38	38.0
15-20 years	7	7.0
More than 20 years	4	4.0
Total	100	100.0

Source: from multiple respondents' survey responses

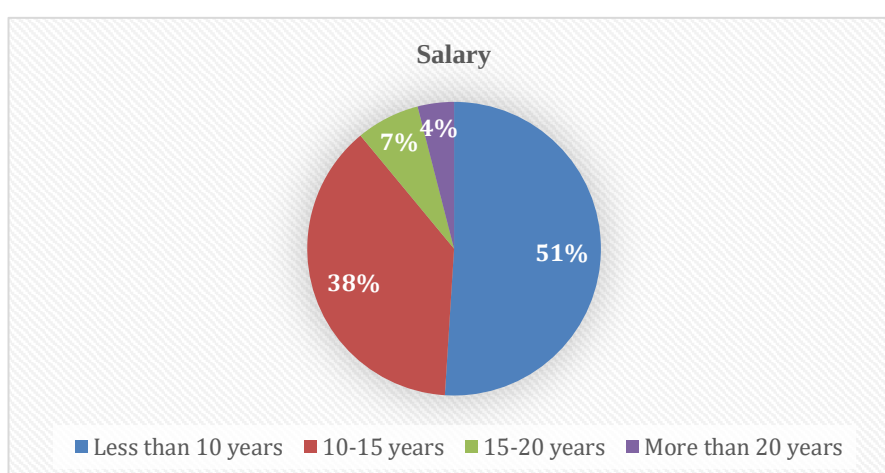


Figure 3: Years of employment in ArmyNavy Inc

As per the data presented in Table 4, 51% of the workforce has fewer than 10 years of tenure with the company, signifying their relatively recent affiliation and a potential requirement for training [22]. Meanwhile, 38% of employees boast a tenure of 10-15 years, suggesting high retention and loyalty to the organization (Figure 4).

Table 5: Does your organization conduct training?

	Frequency	Percentage
Yes	93	93.0
No	7	7.0
Total	100	100.0

Source: from multiple respondents' survey responses.

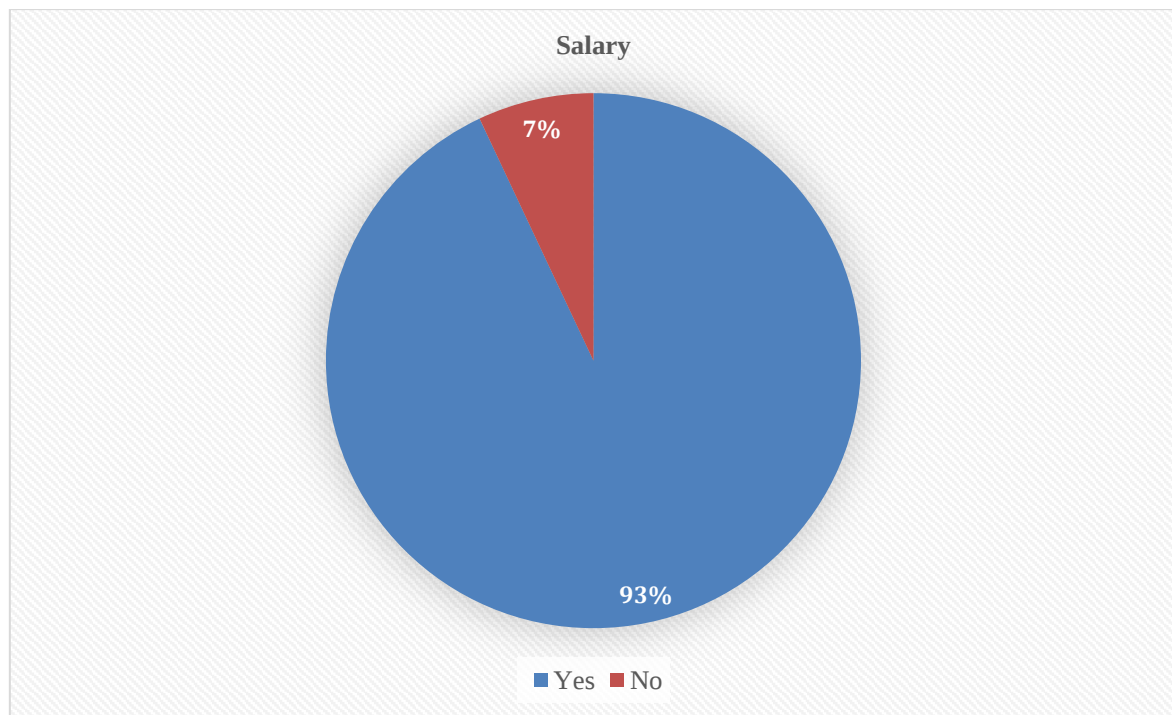


Figure 4: Organization conducts training

Table 5 proves that the organization conducts training, as 93% of respondents affirm this statement. This indicates a mutual benefit for employees and the organization in improving performance (Figure 5).

Table 6: How often are training programs conducted in your organization?

	Frequency	Percentage
Every month	23	23.0
Every quarter	41	41.0
Half-yearly	18	18.0
Once in a year	18	18.0
Total	100	100.0

Source: from multiple respondents' survey responses.

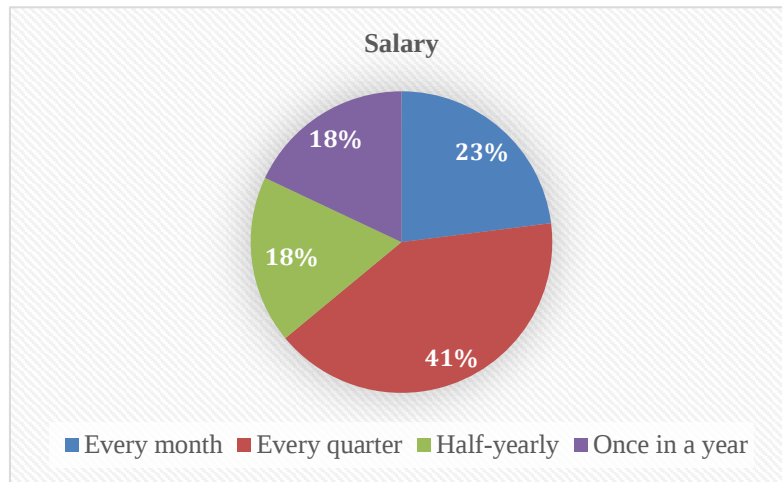


Figure 5: Training programs conducted in your organization

Table 6 confirms that the organization conducts training programs quarterly. Despite mixed responses overall, it can be inferred that the organization arranges training sessions as needed.

Table 7: Who conducts the training?

	Frequency	Percentage
Internal	10	10.0
External	5	5.0
Both	85	85.0
Total	100	100.0

Source: from multiple respondents' survey responses.

According to the table 7, training in organizations is typically carried out by internal and external sources, with 85% of respondents selecting "both." The organization's specific training needs influence who conducts the training.

Table 8: From the following methods, under which training method have you been trained?

	Frequency	Percentage
On the job	23	23.0
Off the job	17	17.0
Both	60	60.0
Total	100	100.0

Source: from multiple respondents' survey responses.

Table 8 indicates that 60% of the participants agree that the organization provides training using both on-the-job and off-the-job methods. The selection of a specific training method depends on various factors, including the training's purpose and the number of employees involved.

Table 9: An analysis of the ArmyNavy Inc. training and development program.

Questions	SA	A	N	DA	SDA	Total	X	Std-dev	skew-ness	Mean rank
Identified training needs are practical, beneficial, and aligned with the	12	14	46	4	24	100	3.14	0.162	0.05	1
	(12.00)	(14.00)	(46.00)	(4.00)	(24.00)	(100.00)				

organization's strategy.										
There's a structured training program to teach new employees the necessary skills.	14	42	18	16	10	100	2.66	0.183	-0.582	6
	(14.00)	(42.00)	(18.00)	(16.00)	(10.00)	(100.00)				
A formal evaluation method assesses the training's effectiveness.	11	37	28	10	14	100	2.79	0.147	-0.661	3
	(11.00)	(37.00)	(28.00)	(10.00)	(14.00)	(100.00)				
The training and development program is meticulously organized.	17	42	21	12	8	100	2.52	0.192	-0.773	12
	(17.00)	(42.00)	(21.00)	(12.00)	(8.00)	(100.00)				
Training helps us adapt to evolving job-related technology.	18	26	42	5	9	100	2.61	0.182	-0.560	7
	(18.00)	(26.00)	(42.00)	(5.00)	(9.00)	(100.00)				
Instructor responses address trainees' questions or concerns.	16	39	28	11	6	100	2.52	0.197	-0.595	5
	(16.00)	(39.00)	(28.00)	(11.00)	(6.00)	(100.00)				

Initiatives in training and development improve employee performance.	33	23	24	9	11	100	2.42	0.182	-0.61	15
	(33.00)	(23.00)	(24.00)	(9.00)	(11.00)	(100.00)				
Training and development increase productivity and financial returns.	32	25	17	14	12	100	2.49	0.167	-0.538	11
	(32.00)	(25.00)	(17.00)	(14.00)	(12.00)	(100.00)				
Such initiatives also reduce employee turnover.	29	18	29	14	10	100	2.58	0.175	-0.286	7
	(29.00)	(18.00)	(29.00)	(14.00)	(10.00)	(100.00)				
Training contributes to a decrease in absenteeism.	9	45	26	13	7	100	2.64	0.154	-0.767	9
	(9.00)	(45.00)	(26.00)	(13.00)	(7.00)	(100.00)				
The long-term benefits of the training and development	22	26	36	11	5	100	2.51	0.185	-0.471	13

program are evident.	(22.00)	(26.00)	(36.00)	(11.00)	(5.00)	(100.00)				
Salaries increase after training.	8	28	41	21	2	100	2.81	0.187	-0.061	2
	(8.00)	(28.00)	(41.00)	(21.00)	(2.00)	(100.00)				
Training enhances our job understanding.	13	28	41	10	8	100	2.72	0.155	-0.381	4
	(13.00)	(28.00)	(41.00)	(10.00)	(8.00)	(100.00)				
Training and development foster personal growth.	24	35	20	10	11	100	2.49	0.158	-0.701	13
	(24.00)	(35.00)	(20.00)	(10.00)	(11.00)	(100.00)				
Programs shape our attitude toward the job, promoting enthusiasm for performance.	33	17	26	14	10	100	2.51	0.179	-0.312	9
	(33.00)	(17.00)	(26.00)	(14.00)	(10.00)	(100.00)				

Source: from multiple respondents' survey responses.

Note: The numbers in parenthesis above table are in percentage

Examining data on various aspects of the organization's training and development initiatives provides a comprehensive overview of employee perceptions (Table 9). Notably, there is a positive consensus (56%) on the practicality and alignment of identified training needs with the organization's strategy [23]. However, a closer look at the standard deviation (0.162) reveals a considerable range of opinions, indicating that while a significant number agree, there is notable variability in individual perspectives. Similarly, respondents generally express approval (56%) of the existence of a structured training program, but the higher standard deviation (0.183) suggests diverse opinions within the workforce [24]. Positive sentiments extend to aspects such as reducing employee turnover (47% agreement), although some variability (standard deviation: 0.175) in opinions is evident. Conversely, a more divided response emerges regarding the perceived long-term benefits of the training program, with 52% expressing disagreement [25]. The associated standard deviation (0.185) underscores the diversity of viewpoints. To enhance training effectiveness, addressing concerns related to identified training needs, ensuring clarity and alignment, and acknowledging the diversity of perspectives revealed by standard deviations are crucial [26]. Implementing regular and targeted feedback mechanisms can further refine training programs, catering to the specific needs and expectations of the organization [27]. To statistically validate these differences in opinions, we propose the following hypotheses:

- Null Hypothesis (H0): Any observed disparity in opinions among respondents merely results from random chance.
- Alternative Hypothesis (H1): The observed opinion difference among respondents is statistically significant.

Table 10: Percentage of agreement from both male and female respondents regarding statements on the effectiveness of training and development

	Gender	N	Mean Rank	Sum of Rank
Realistic identification of training needs	1	56	28.5	1596
	2	44	22.5	990
	Total	100		
Implementation of a structured training program	1	56	31.26	1752
	2	44	23.5	1034
	Total	100		
Formal evaluation processes	1	56	34.14	1908
	2	44	24.5	1078

	Total	100		
Instructor support	1	56	36.86	2064
	2	44	25.5	1122
	Total	100		
Improved employee performance	1	56	39.64	2220
	2	44	26.5	1166
	Total	100		
Increased productivity	1	56	42.43	2376
	2	44	27.5	1210
	Total	100		
Higher employee performance	1	56	45.21	2532
	2	44	28.5	1254
	Total	100		

Reduced employee turnover	1	56	48	2688
	2	44	29.5	1298
	Total	100		
Long-term benefits	1	56	50.86	2844
	2	44	30.5	1342
	Total	100		
Reduction in absenteeism	1	56	53.64	3000
	2	44	31.5	1386
	Total	100		
Helpful in long-run	1	56	56.43	3156
	2	44	32.5	1430
	Total	100		
Salary enhancement	1	56	59.21	3312
	2	44	33.5	1474
	Total	100		
Enhanced job understanding	1	56	62	3468
	2	44	34.5	1518
	Total	100		
Personal growth opportunities	1	56	64.79	3624
	2	44	35.5	1562
	Total	100		
Positive impact on attitudes	1	56	67.57	3780
	2	44	36.5	1606
	Total	100		

Source: from multiple respondents' survey responses.

Table 10 displays the percentage of agreement from both male and female respondents regarding statements on the effectiveness of training and development. It illustrates how much agreement men and women have on these statements.

Table 11: Test statistic for the Mann-Whitney U test, which is utilized in the analysis of training and development programs

	Asymptotic Significance (Two-Tailed)
Realistic identification of training needs	.001
Implementation of a structured training program	.035
Formal evaluation processes	.033
Meticulous planning of programs	.145
Adaptation to technological advancements	.013
Instructor support	.200
Improved employee performance	.386
Increased productivity	.673
Reduced employee turnover	.617
Decreased absenteeism	.357
Long-term benefits	.504
Salary enhancement	.153
Enhanced job understanding	.297
Personal growth opportunities	.786
Positive impact on attitudes	.261

Source: from multiple respondents' survey responses.

The contrast in responses between male and female employees is statistically significant for statements about "training need realism," "formal training programs," "formal training evaluation," and "adapting to technology" ($p < 0.05$), leading us to accept the alternative hypothesis (Table 11). Conversely, the difference in responses for statements regarding various work-related factors is not statistically significant ($p > 0.05$), prompting us to accept the null hypothesis.

5. Major Findings

The majority of the organization's workforce, comprising 46%, falls within the 21-30 age range, demonstrating a youthful demographic. This proves advantageous for the organization, as younger employees tend to be more innovative, contributing to the company's overall growth. In terms of qualifications, many employees hold undergraduate degrees, ensuring the workforce is well-educated and knowledgeable [28]. The organization has implemented a formal training program to equip new hires with the necessary skills, enhancing overall expertise. A formal evaluation method has been established to gauge the effectiveness of the training initiatives. This method proves valuable in pinpointing areas for improvement, ensuring continuous enhancement of the training process [29]. The investment in training and development has yielded positive outcomes, manifesting in heightened employee performance and increased organizational productivity [30]. Furthermore, providing timely responses from instructors to trainees' queries fosters a learning culture. Notably, the organization has witnessed reduced employee turnover and absenteeism, attributed to the clarity of job roles and the acquisition of essential skills through training and development programs [31]. These initiatives have also played a pivotal role in shaping employees' attitudes towards their work, instilling enthusiasm and dedication in job performance [32].

6. Recommendation

Organizations should ensure that their training programs are practical and beneficial, aligning with the organizational strategy. It is crucial to pinpoint areas where genuine training needs arise and tailor programs based on the overarching organizational strategy [33]. Continuous improvement in technology is imperative. Organizations must keep pace with evolving technology to stay current. Embracing technological updates is essential for boosting productivity and overall performance. Implement advanced analytics tools to track and analyze performance data before and after training interventions. This could involve using data analytics platforms to measure individual and collective performance metrics changes. Regular revisions to the salary structure are necessary to meet employee satisfaction [34]. Establishing clear and measurable Key Performance Indicators to evaluate the effectiveness and efficiency of training programs. KPIs could include performance metrics, skill proficiency levels, and quantitative assessments of resource utilization [35]. Ensure that training content remains up-to-date and aligned with industry trends, technological advancements, and organizational goals. Regularly review and refresh training materials to maintain relevance [36].

Recognizing that many employees lack a clear understanding of their roles, providing training that enhances comprehension is recommended, emphasizing a more practical and realistic approach to training [37]. Develop a strong feedback system that allows trainees and supervisors to provide continuous input on the relevance and effectiveness of training programs. This real-time feedback loop can facilitate ongoing improvements and adjustments to training methods. Introduce a mentorship component to training programs, pairing experienced personnel with those undergoing training. This mentorship can enhance the transfer of knowledge and practical skills, fostering a supportive learning environment. Comparing training and development methods against industry best practices to identify areas for improvement. This benchmarking process can provide valuable insights into innovative approaches used by other organizations in the field. Foster a culture of continuous learning within Army Navy Inc. Encourage employees to pursue ongoing professional development and provide incentives for participation in training programs. This can contribute to a more adaptable and skilled workforce. Conduct a thorough cost-benefit analysis to assess the economic efficiency of training programs. This includes considering the direct costs of training and the long-term benefits of improved performance, reduced turnover, and enhanced organizational capabilities.

7. Discussion

The study highlights the significance of training and development programs in a business environment with stiff competition, particularly in the fast-food industry. The research emphasizes the role of training and development programs in enhancing the workforce's skills, knowledge, and performance. The context of ArmyNavy Inc., a rapidly growing fast-food chain, underscores the necessity of continuous learning to stay adaptable and skilled amidst changing customer preferences and innovation. We answered several key questions and challenges faced by ArmyNavy Inc., such as the structure and content of formal training programs, strategies for attracting and retaining a workforce with young demographics, and evaluation of the effectiveness of training initiatives. The study showed the return on investment in training, reduction of turnover and absenteeism, and recommendations for aligning training programs with organizational strategy. The study can contribute to future practices by providing practical recommendations for organizations, particularly on the need for practical and beneficial training programs aligned with strategy. Continuous technological innovation and regular updates to the rewards structure are recommended, along with enhancing employee understanding of their roles in the organization through practical and realistic training approaches. Combining quantitative analysis of training data with qualitative insights from interviews and surveys provides a comprehensive understanding of training and development practices at ArmyNavy Inc. This allows for data unification and enhances the findings' validity.

However, the study is limited to a specific fast-food chain in the Philippines (ArmyNavy Inc.), which may limit the generalizability of the findings to other industries or geographic locations. The unique characteristics of ArmyNavy Inc. may not represent all fast-food chains or businesses in different situations. Also, researchers' perspectives and any influence on the interpretation of data are not addressed, which could introduce subjectivity into the findings. Data is sourced from self-reported data obtained through surveys and interviews, so there may be potential respondent bias, as respondents might provide desirable responses or inaccuracies. The findings of this study hold exciting scientific implications for the field of organizational psychology and human resource management, extending beyond the specific case of ArmyNavy Inc. The findings provide valuable insights into the intricate relationships between training initiatives, workforce demographics, and organizational performance. This study opens doors for future scientific inquiries into the innovating dynamics of workforce development in the fast-paced and competitive business world.

8. Conclusion

This research shed light on the critical role of investing in effective training and development programs within the fast-food industry, particularly exemplified by the case of Army Navy Inc. The study's revelation of a youthful demographic within the organization's workforce, predominantly within the 21-30 age range, underscores the potential for innovation and growth that comes with a young and dynamic employee base. This demographic characteristic highlights the organization's current strengths. It presents an opportunity for leveraging young employees' enthusiasm and fresh perspectives to drive the company's success in the highly competitive business landscape. Moreover, the study's emphasis on the positive outcomes of training and development investments, such as heightened employee performance, increased productivity, and reduced employee turnover and absenteeism, underscores the tangible benefits that effective training initiatives can yield. These findings validate the importance of continuous learning and skill development and provide practical insights for organizations aiming to enhance their workforce's capabilities and adaptability.

The research's provision of actionable recommendations, including the need for practical and beneficial training programs aligned with organizational strategy, continuous technological innovation, and regular updates to the rewards structure, offers valuable guidance for organizations seeking to optimize their training and development efforts. By addressing these key areas, organizations can create a more conducive environment for employee growth and development, ultimately contributing to enhanced organizational performance and competitiveness. Overall, the comprehensive approach of this study, integrating quantitative analysis with qualitative insights, not only strengthens the validity of the findings but also underscores the potential

for future scientific inquiries into workforce development in the fast-paced and competitive business world. This research contributes to the body of knowledge in organizational psychology and human resource management. It provides practical implications for enhancing workforce development practices in the fast-food industry.

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