

# Fostering Technological-Enhanced Training and Development for Business Survival and Performance in the New Normal

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**Abstract:-** The sudden appearance of the coronavirus disease (COVID-19) has a profound impact on every country and business. While several firms had to adapt their operational methods, others were unable to cope and consequently had to cease operations. Despite a minor decrease in the severity of the epidemic, some organisations are still grappling with the challenge of recovering from the aftermath, particularly due to the significant disruptions they experienced over nearly two years. Therefore, this study was conducted to assess the correlation between technology-enhanced training and the survival and performance of small and medium-sized enterprises (SMEs) under the current circumstances. A survey was undertaken on 144 small and medium-sized enterprises (SMEs) in West Africa using the snowball sampling technique and data was analysed using regression. The findings indicate that the COVID-19 pandemic has had a substantial and adverse effect on training and development across Africa, leading to the use of online training programs that are less effective and have resulted in decreased company performance. Also, there is a significant connection between resilient training and both company performance and employee job performance in the era following the COVID-19 pandemic. Consequently, we concluded that providing resilience training to staff eventually enhances the ability of small and medium-sized enterprises to survive and function well but organizations and HR managers need to be more innovative in designing their training programs to ensure their long-term effectiveness.

**Keywords:** Business Survival, Development, New Normal, Resilience, Technological-enhanced training

## 1. Introduction

The management of the respiratory syndrome Coronavirus 2 (SARS-CoV-2) which is popularly called COVID-19 and its aftermath may be the most important task of our time (Oyedele and Ahungwa, 2021). We have certainly argued that it heralds the imminent rearrangement of business training for business survival in the next normal in line with the universal economic order. The emphasis is gradually shifting to recovering, rejuvenating, and eventually returning to the "new normal" as businesses and communities attempt to navigate this crisis. It is now time for decision-makers to think about what can be done to enable businesses to reopen securely while also safeguarding the public and assisting with the recovery of the economy. Businesses need resilience training to help them cope with this new reality as workers gradually return to the workplace. Fundamentally, all processes, roles, and responsibilities need to be rethought in order to increase productivity and profitability for the firm.

Even if cultural norms and company beliefs may prevent the successful use of ICT tools for business performance, information and communication technology (ICT) plays a crucial role in heralding effective training thus enhancing digital tactics (Oyenuga et.al, 2023) for businesses. However, as businesses fight to stay competitive in the current economic landscape through a variety of strategies, this idea of cultural norms and company beliefs is becoming out of date (Omale, 2016). According to Abdullahi (2018), training is a process that provides individuals with the abilities, information, and comprehension of the company's goals. Training is a systematic process that teaches individuals how to modify their workplace behaviour to achieve better results and acquire

information and skills through educational experiences (Nadeem & Khawaja, 2013). By retaining the viewpoint that employee interests and those of the organization are interwoven, they argue that training is crucial for the company to achieve its goals (Kum et al., 2014).

Training is the methodical development of the knowledge, abilities, and attitudes needed for someone to successfully perform a certain activity or perform an assigned duty. Through the training and development of employees as well as their managers, the human resource function plays a crucial role in the implementation of strategies, claim (Omale et al. 2022). No matter how big or small your business is, you need capable and skilled employees who can have the biggest influence on the accomplishment of the goals and missions of your enterprise.

Managing businesses in the post-COVID era is considered vital for firm survival and performance. However, many people think that spending cash on training and development is a waste of time and that it might have been better spent on developing profitable goods and services. Employee education could suffer as a result of concern that a trainee may quit the organization after completing it, which makes it less organized and systematic (Diamantidis & Chatzoglou, 2019). Onwe et al. (2020) argue that external antipathy is a significant factor in defining the relationship between entrepreneurial inclination and organization efficiency (Oladele et.al 2023); thus, to improve the relationship between their entrepreneurial mindset and performance in a changing economy, business owners and managers must recognize and reinforce these variables.

Al-Rawahi (2022) contends that the lack of efficient employee training and development throughout the COVID-19 pandemic era has led to poor results for the majority of firms. Training and development programs are implemented to support the overarching objective of the business and to benefit both the organization and its employees. Training and development have a favorable effect on both employee attitudes toward profit and the company's profitability. Training and development can aid employees in better understanding and achieving organizational goals.

However, the primary problem is that the COVID-19 outbreak has seriously hampered training and development all across the world. Due to the closing of educational and training facilities, a massive and unheard-of migration to online tools and platforms has taken place as the only way to guarantee continued learning and skill development. In light of this, Ebrima (2021) contends that COVID-19 hurts the educational system in Africa through lockdown, which results in work-from-home, online classes, and distance learning programs of lower quality owing to educational inequity and resource disparities. Affecting the development of human capital in Africa is the ineffectiveness of even online courses. The lockdown has an impact on the work-from-home strategies being used to combat the COVID-19 pandemic, and by increasing manipulation of the management of the African educational system during times of crisis, it also seriously lowers quality. Because of the lack of face-to-face interaction, the professionals who deliver the education system are ineffective and less understanding.

Similarly, 186 countries' worth of educational institutions will close by the end of April 2020, affecting almost 74% of all students enrolled worldwide, according to UNESCO (2020). Due to the severity of the COVID-19 epidemic, schools have been closed in a number of nations since March 2020, others since February 2020, and face-to-face classes have been suspended in others since January 2020 (Zhang et al., 2020). This is obviously extremely detrimental to staff training and development as well as student learning outcomes.

As a consequence, the major gap in the literature is that the COVID-19 results about the existing models and discourse difficulties discussed above are analyzed at largely distinct levels, leaving them without a comprehensive understanding of the mechanisms linking the various technological-enhanced training and development components. This study is thus motivated by the negative effects that these disparities have on the survival and performance of African firms. To achieve this, the study's main goal is to determine how integrating technology into training and development will help businesses survive and perform well in the new normal. Because the majority of a company's workforce today are millennials, attention must be paid to the necessity of updating and adapting the manager's leadership strategy (Mansor et.al 2017; Putriastuti & Stasi, 2019; Valenti, 2019). Similarly, several studies on this subject, including Omale, 2016, Diamantidis & Chatzoglou, 2019, and Kum et al., 2014, remained inconclusive and warranted further investigation. The study adds to the training and

development literature as well as the literature on small and medium-sized enterprises, which have been overlooked in Africa under the "New Normal." This article would open a new area for both researchers and policymakers in this post-COVID-19 period. The research in this study adds to the body of knowledge regarding the advantages of technological-enhanced training and development for SMEs in Africa's "New Normal" in terms of their survival and performance. This contribution is crucial because it will allow policymakers to refocus funding on SMEs' effectiveness and survival in the African continent.

## 2. Literature Review

### Training, Development and Firms' Performance

The majority of firms depend on training and development as essential elements and activities to support success. Training has a big impact on an organization's ability to flourish through increased employee performance Omale et al. (2023), especially in the new normal. According to Naveed (2014), productivity as well as staff training and development are closely related. Today's businesses must deal with fierce competition and a dynamic business environment. Due to globalization and continually changing customer expectations, businesses now have to deal with more issues. To get past these challenges and reach their planned income level, organizations are trying to guarantee that workers obtain proper training and development. Employees are the most valuable resource for any business because they have the power to improve or jeopardize its reputation and financial performance (Elnaga & Imran, 2013, Nduji et.al. 2023, Oyenuga et.al 2023).

Training and development programs can increase a workforce's capacity to meet organizational objectives (Galih et.al, 2023). Training is regarded as an effective way to deal with changes brought on by COVID-19 and technological innovation, such as increased market competitiveness and organizational restructuring (Omale et.al 2023), and it also plays a significant role in improving employee performance. Training can include, but is not limited to, management, whereas technology development is essentially an academic field and is concerned with actions that enhance employees' abilities for future tasks. Due to the impact of COVID-19 as well as the rapid development of technology and the global economy, businesses are currently facing new difficulties (Nduji et.al 2020, Omale et.al. 2021). Because of technological advancements (Mohammad et. al 2024), it is now necessary to be able to perform a specific task. To deal with these issues, all firms need more sophisticated training programs that are also successful.

Due to its role in the process of learning, training is an essential part of enhancing the capacity of human resources who are integral to the success of organisations just like the customers (Oyenuga et.al 2023). Training is a must for a worker's development in a company, according to Abbas (2014), because some individuals lack information, skills, and competencies and are unable to accomplish responsibilities on time. Additionally, training is a learning action focused on obtaining specific knowledge and capacities to perform a specific task. Training is centred on the job or task, as in the requirement for effectiveness in a sales force or the necessity for certain tools or equipment to be operated safely and efficiently, to name a few (Cole, 2002).

According to Armstrong (1996), if training is to be comprehended, it must be fostered and put into practice inside the company by valuing the acquisition of theories and techniques. An organized, systematic activity called training produces the higher levels of competency, skill, and knowledge required for successful job performance (Gordon, 1992). In contrast, development is a vast, continuing, and diverse set of activities meant to frequently advance somebody or a firm to another threshold of preparation, laying the groundwork for accomplishing some tasks or marching into a new role in the future (McNamara, 2008).

There's no question that a staff that has undergone appropriate training and development will be advantageous to the company and increase the likelihood that they will carry out their duties successfully and effectively. Development, on the other hand, refers to the learning opportunities meant to aid employees' personal growth. Development is not just about acquiring new skills. Instead, it provides fundamental knowledge and attitudes that will be helpful to employers in higher-level positions. Programs for employee development are seen as a specialized framework for helping staff members grow their knowledge, attitudes, and behaviours on both a personal and professional level. Their ability to do specific tasks within the company is improved by this. It

provides knowledge that is helpful for better management of the company environment, management concepts and practices, human interactions, and precise business analyses. A frequent method for enhancing and upgrading workers' understanding, skills, and proficiencies in the workplace is employee training (Waqanimaravu & Arasanmi, 2020). Employers use training to modernize or alter employee conduct for better and more efficient performance. The goal of employee training is to increase employees' knowledge, attitudes, abilities, and competences in order to better prepare them for both present and future workplace demands. The use of official, unofficial, on-the-job, off-the-job, and other emergent learning efforts are all examples of staff training strategies. An ongoing procedure called performance management helps employees perform well (Waeyenberg et.al. 2020). In contrast, training and development lead to better performance in all its forms, which happens in all companies, either via an established organizational procedure or unofficially via regular communication (Brown et. al. 2019). This is an essential component of managing human resources as well as a vital foundation for personal performance (Armstrong, 2017; Madlabana et al., 2020). Even though performance management is widely used and offers benefits for organizations (DeNisi & Murphy, 2017), its acceptance has been dwindling recently (Murphy, 2020). The idea that employees are subjected to unreasonable demands due to a firm's behavioral goal being fulfilled through strict output control sits at the heart of current worries (Pulakos & O'Leary, 2011). Consequently, a transition to quality management has been advocated by several scholars in recent times, in which evaluation is seen as a constant cycle that communicates clear goals and gives staff continual training and direction (Tseng & Levy, 2019). In light of the discussion and hypotheses presented above, the following hypothesis is presented:

**H01:** The COVID-19 outbreak has negatively impacted training and development resulting in the use of online training that has a lesser value and an unproductive company performance.

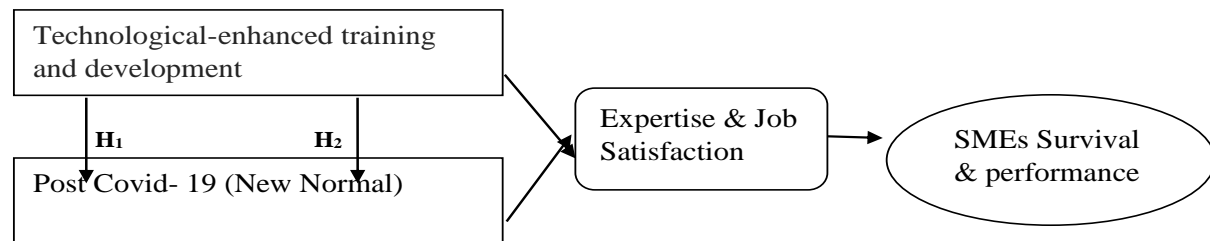
### **Training and Employee Job Satisfaction**

The organizational culture of small and medium-sized firms (SMEs) makes it difficult for them to overcome external obstacles, which makes them less resilient. Employee training and how it is implemented within organizations are linked to the training requirements resulting from these external problems, as inadequate training needs assessments may limit the efficacy of implementation and thus lead to subpar performance. Several academics have underlined the significance of training programs to overall company success, including Delbridge and Lowe (1997), Aragon et.al. (2003), and Garca (2005). The retention of different types of knowledge that may be used to make informed decisions and solve problems is the only goal of performing training and development activities (Omale et al., 2017). On the other hand, job satisfaction and organizational commitment are two crucial outcomes in modern organizations, according to Gomes and Marques (2022). These are important for each person's performance, well-being, and job satisfaction (Oyenuga et.al 2020), as well as for the success and image of businesses. According to our argument, staff training may enable employees to acquire advanced knowledge and expertise relevant to their positions within the organization, which may ultimately lead to improved job satisfaction and business performance. Job satisfaction is based on how we feel about our work—the positive aspects of our careers that make us feel appreciated or give us a sense of purpose. However, an individual's aspirations, objectives, and values are wholly responsible for the level of satisfaction they experience at work. As a result of our discussion above, we hypothesize that:

**H02:** In the post-COVID-19 age, there is a positive and significant discernible link between resilient training and employee job satisfaction and performance.

### **Researcher's Conceptual Model**

This article's conceptual model shows how training and development are universally related to a company's success, or its capacity to survive in the new normal, as well as to employee work satisfaction and skill. The routes H1 and H2 in this model, respectively, stand in for this. These two components imply or forecast that training and development have a significant impact on the company's performance, or its capacity to endure in the new normal, as well as job satisfaction and competence.

**Figure 1: Research model**Source:**Researcher's Conceptualization Model, 2022**

### 3. Research Design and Procedures

According to Babbie (2012), the effective and seamless conduct of scientific research necessitates a predefined approach to achieve the most beneficial intellectual results of the research process. Consequently, the study was conducted using a survey research design. African business stakeholders made up the population under inquiry for this pilot study. On the continent, every subpopulation can be regarded as being tough to reach (Cohen et al., 2011). Due to the Boko Haram war and banditry in the area, snowball sampling is thus appropriate for this investigation. Interviewees may be able to overcome their fear and mistrust thanks to the introductions made through reliable social networks, which in turn secures access (Cohen et al., 2011). The Ethics and Research Committee of Federal University Gashua (FUGA) thus gave its approval for this work. This access is required to collect the SME industry's vastly disparate opinions (Kirchherr, 2017). Based on this justification, we decided to use snowball sampling as the primary research methodology. The BRUSO model's recommendations for creating questionnaire items were implemented to reduce unwanted context effects and increase the validity and reliability of participants' responses (Peterson, 2000). Questionnaires were then distributed with the aid of research assistance to one hundred and forty-four (144) selected SME owners across three West African countries, namely, Nigeria, Cameroon, and the Niger Republic, that interface mostly with employees and their clients before, during, and after COVID-19 in the continent, using four-point scales of disagree, strongly disagree, agree, and strongly agree. Scales improve both reliability and validity (Krosnick & Berent, 1993). The regression analysis model was chosen for this study's needs in terms of data processing and hypothesis testing.

### 4. Data Analysis and Results

The questionnaires were distributed to respondents in the chosen small and medium-scale firms using snowball sampling as the primary technique, which was then analyzed. The questionnaires distributed were correctly filled out and returned. As a result, one hundred forty-four (144) of the returned questionnaires were used for analyses and hypothesis testing.

**Table 1:** The COVID-19 outbreak has negatively impacted training and development throughout Africa, resulting in online training that has a lesser value and an unproductive company performance.

S/no	Variable	Disagree	Strongly Disagreed	Agreed	Strongly Agreed	Total
1	No of Respond	29	22	44	49	144
<b>Total</b>		$5/144 \times 100 =$ (4.2%)	$4/144 \times 100 =$ (2.8%)	$68/144 \times 100 =$ (47.2%)	$66/144 \times 100 =$ (45.8%)	(100%)

**Source:** Researcher's field survey, 2022

Based on the analysis in above table 1, 45.8% and 47.2% of the respondents, which represent the majority of the respondents, strongly agreed and agreed respectively with the statement, while 2.8% and 4.2% strongly disagreed and disagreed accordingly. In other words, The COVID-19 outbreak has negatively impacted training and development throughout Africa, resulting in online training that has a lesser value and an unproductive company performance.

**Table 2: In the post-COVID-19 age, there is a positive and significant discernible link between resilient training and employee job satisfaction and performance.**

S/no	Variable	Disagree	Strongly Disagree	Agreed	Strongly Agreed	Total
1	No of Respond	25	31	41	47	144
<b>Total</b>		<b>30/144×100= (20.8%)</b>	<b>11/144×100= (7.6%)</b>	<b>69/144×100= (47.9%)</b>	<b>66/144×100= (23.6%)</b>	<b>(100%)</b>

**Source:** Researcher's field survey, 2022

According to Table 2, 34 respondents, or 23.6%, strongly agreed with the statement. 69 of the respondents agreed, while 7.6% and 20.8% strongly disagreed and disagreed with the statement, respectively. This is an indication that in the post-COVID-19 age, there is no discernible link between technological-enhanced training and employee job satisfaction and performance.

### Test of hypotheses

In testing the hypotheses, the researchers used a regression analysis model to ascertain the relationship between the research variables. For ease of reference, each of the hypotheses is thus stated as follows, respectively:

**Hypothesis 1:** The COVID-19 outbreak has negatively impacted training and development throughout Africa, resulting in online training that has a lesser value and an unproductive company performance.

Using regression analysis model:

### Hypothesis one Summary for the Regression Analysis Model.

The regression equation is

$$X = -4.7 + 1.13 Y$$

Predictor	Coef	SE Coef	T	P
Constant	-4.68	15.69	-0.30	0.793
Y	1.1301	0.4241	2.66	0.117

Predictor	Coef	SE Coef	T	P
Constant	-4.68	15.69	-0.30	0.793
Y	1.1301	0.3099	2.66	0.117

S = 7.24758 R-Sq = 78.0% R-Sq(adj) = 67.0%

Analysis of Variance

Source	DF	SS	MS	F	P
Regression	1	372.95	372.95	7.10	0.117



Residual Error	2	105.05	52.53		
<b>Total</b>	<b>3</b>	<b>478.00</b>			

The first hypothesis, that the COVID-19 outbreak has negatively impacted training and development throughout Africa, resulting in online training that has a lesser value and unproductive company performance, was put to the test. The analysis's correlation value,  $R = 0.78$ , denotes a significant association. A negative impact of COVID-19 on confounding effects on corporate performance is suggested by the coefficient determinant  $R^2 = 0.67$ , which suggests that growth and company performance (the independent variable) account for 0.22% of the variation in the dependent variable, and  $F = 7.10$ , which shows the contribution of the COVID-19 outbreak to the model. The P-value is 0.05, which shows that the COVID-19 outbreak has had a significant and negative impact on training and development throughout Africa, resulting in online training that has a lesser value and unproductive company performance or the capacity of an organization to survive in the new normal. The estimate is significant since the p-value at a 95% confidence level is higher than the alpha of 0.05. The null hypothesis put forth for the investigation is thus approved.

**Hypothesis 2:** In the post-COVID-19 age, there is a positive and significant discernible link between resilience training and employee job satisfaction and performance.

#### Summary of Model for Regression Analysis for Second Hypothesis

##### Regression Analysis: Y versus X

The regression equation is

$$Y = 11.1 + 0.690 X$$

Predictor	Coef	SE Coef	T	P
Constant	11.146	9.7481	1.14	0.371
X	0.6904	0.2591	2.66	0.117

$S = 5.66462$   $R\text{-Sq} = 78.0\%$   $R\text{-Sq}(\text{adj}) = 67.0\%$

##### Analysis of Variance

Source	DF	SS	MS	F	P
Regression	1	227.82	227.82	7.10	0.117
Residual Error	2	64.18	32.09		
Total	3	292.00			

When hypothesis two was examined, it showed that in the post-COVID-19 age, a favourable and significant relationship between resilience training and company performance and employee job satisfaction could be seen. The analysis's correlation value,  $R = 78.0\%$ , shows a significant association between firm performance, employee work satisfaction and training. The independent variables—technological-enhanced training, development, company performance, and employee job satisfaction—accounted for 22% of the variation in the dependent variable, according to the coefficient determinants  $R^2 = 67\%$  and  $F = 7.10$ , which depict the contribution of training to the model, which suggests that resilience training has a positive impact on company performance and employee job satisfaction. The post-COVID-19 age has a perceptible relationship between training, company performance and employee job satisfaction, according to the P-value (0.371), which is equal to 0.05. The estimate

is significant since the p-value at a 95% confidence level is higher than the alpha of 0.05. The alternate hypothesis put forth for the investigation is thus approved.

## 5. Discussion of Findings

In the analysis of hypothesis 1, the correlation value is presented as  $R = 0.78$ , indicating a significant correlation. Covid-19 is shown to have contributed to the model by the coefficient determinant  $R^2 = 0.67$ , which indicates that development and company performance (the independent variable) are responsible for 0.22% of the variation in the dependent variable,  $F = 7.10$ , and the P-value is 0.05, which is greater than the alpha of 0.05 at the 95% assurance level. Consequently, the outcomes of this research demonstrated that the COVID-19 outbreak has had a significant and negative impact on training and development throughout Africa, resulting in online training that has a lesser value and unproductive company performance or the capacity of an organization to survive in the new normal. It is unlikely that businesses will bounce back quickly and easily from the COVID-19 outbreak. Fostering resilient training and development in the "New Normal" is therefore crucial for a quick recovery and long-term economic viability. But it is becoming increasingly obvious that businesses and families in the working class will be the ones to suffer economically owing to the COVID-19 epidemic. Due to this, developing resilience becomes essential to lessen the pandemic's detrimental effects.

The discovery of Katarzyna (2021), whose research advances our comprehension of how the COVID-19 epidemic occurred and has impacted organizational progressive procedures, is identical to the conclusion shown above. The findings show that employees want new topics to further their growth in addition to the changes in the format and approach of employee training brought on by the epidemic. Users having access to training resources is another benefit of integrating collaborative technology into the learning environment continuously (on-demand) from any setting and on a variety of devices (Fake & Dabbagh, 2020). As a result, in the Next Normal, both organizational performance and growth and development will be enhanced. Similar to this, Sabatini et al. (2022) assert that when SMEs use digital technology for desired performance, the business model innovation process is mandatory for them. This viewpoint made it easier to comprehend how modern techniques enable SMEs to adapt their business models for the new normal. Secondly, the relationship in the analysis of hypothesis two is given as  $R = 78.0\%$  and the coefficient determinant  $R^2 = 67\%$ , which suggests that training, development, and firm performance and job satisfaction (the independent variables) are responsible for 22% of the variation in the dependent variable.  $F = 7.10$  demonstrates the contribution of training to the model. The P-value (0.371), which is greater than the alpha at the 95% confidence level of 0.05, is 0.05. Therefore, the finding clearly showed that in the post-COVID-19 age, there is a positive and significant discernible link between resilient training and company performance and employee job satisfaction. Active training, development, and involvement in public policy will be essential to ensuring that employees and businesses are on the same page. The main issue with training based on interactions with some respondents in Nigeria is having the capacity and making sure we engage in training and development in a way that is cost-effective. Our study concurs with Mohamed's (2022) finding, which asserts that a lack of efficient personnel training and development has led to negative consequences for most firms. 35 participants were chosen at random from Oman Air's 100-person staff for the study. By implementing a successful training and development strategy, Oman Air was successful in maintaining its competitive advantage, increasing employee happiness, and reducing personnel turnover after the research's findings. New hires received the training and development necessary to do their roles more effectively, increasing efficiency as well as improving succession development for the organization. The study's conclusions showed employee performance, training, and development are positively correlated. Similar to this, Frost (2019) contends in his research that training is crucial for a corporation to grow and flourish. The productivity and efficiency of a team that has received proper training may grow. The performance of employees who have undergone training has improved. The training could increase the employee's confidence. They might be inspired to perform even better and develop novel solutions as a result of their confidence (Frost, 2019).

## 6. Conclusion and Recommendations

The manuscript has explored the role of technological-enhanced training and development in fostering business survival and performance in the new normal, with a specific focus on the impact of online training on performance.



The findings have revealed that online training does not foster performance as expected, highlighting the need for a deeper understanding of the factors influencing the effectiveness of online training initiatives in enhancing business outcomes. The study underscores the importance of critically evaluating the efficacy of online training programs to ensure their alignment with organizational goals and objectives. The research has shed light on the complexities surrounding the implementation of online training for business survival and performance, emphasizing the need for tailored approaches that address the unique challenges and opportunities presented by digital learning platforms. By recognizing the limitations of online training in fostering performance, organizations can refine their training strategies, leverage alternative methodologies, and integrate technology more effectively to optimize learning outcomes and drive business success in the evolving business landscape. As much as firms want to integrate technology into their training programs, more physical training should be organised so that employees can interact and collaborate accordingly.

## 7. Future Directions

Future research endeavours in this area could focus on several key areas to advance the understanding of technology-enhanced training and development for business survival and performance:

1. Effectiveness of Blended Learning: Investigate the effectiveness of blended learning approaches that combine online training with traditional in-person methods to enhance employee performance and engagement.
2. Personalization of Online Training: Explore the potential of personalized online training programs tailored to individual learning styles, preferences, and skill development needs to optimize performance outcomes.
3. Integration of Interactive Technologies: Examine the impact of integrating interactive technologies such as virtual reality, gamification, and artificial intelligence in online training initiatives to enhance engagement and knowledge retention.
4. Evaluation of Learning Outcomes: Conduct comprehensive evaluations of learning outcomes, performance metrics, and business impact assessments to measure the effectiveness of online training programs in driving organizational success.
5. Continuous Improvement Strategies: Develop strategies for continuous improvement of online training initiatives through feedback mechanisms, adaptive learning technologies, and ongoing professional development opportunities for employees.

By addressing these future research directions, scholars and practitioners can advance the knowledge base on the effectiveness of online training for business survival and performance, identify best practices for optimizing training outcomes, and drive innovation in learning and development strategies to meet the evolving needs of the new normal business environment.

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