



A Study On The Impact Of Training And Development On Employee Performance

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Abstract – The present study examines the impact of training and development on employee performance across selected organizations in Pune region. In today's competitive environment, organizations focus on employee development to enhance productivity and efficiency. The study aims to evaluate the effectiveness of training programs and their contribution to employee performance. A descriptive research design was used, and primary data was collected from 100 respondents using a structured questionnaire. The data was analyzed using percentage method and graphical tools. The findings indicate that training and development programs have a significant positive impact on employee performance, improving skills, knowledge, confidence, and productivity. However, certain challenges such as lack of practical training and limited engagement were identified. The study concludes that organizations should focus on continuous and effective training programs to achieve better performance outcomes.

Keywords: Training and Development, Employee Performance, Human Resource Management, Productivity, Skill Development, Organizational Performance, Employee Efficiency, Learning and Development.

I. INTRODUCTION

Training and Development is a key function of Human Resource Management that focuses on improving employee skills, knowledge, and performance. In the modern business environment, organizations face rapid changes due to technological advancements and increasing competition. Therefore, it becomes essential for employees to continuously upgrade their skills to remain effective in their roles.

Training refers to the process of enhancing specific job-related skills, while development focuses on the overall growth of employees for future roles. Organizations invest heavily in training programs to improve employee efficiency, productivity, and job satisfaction. In cities like Pune, which is a major industrial and corporate hub, organizations emphasize training to maintain a competitive advantage.

Employee performance is directly linked to organizational success. Training programs help employees perform their tasks more effectively, reduce errors, and improve quality of work. Additionally, training increases employee confidence, motivation, and engagement. However, the effectiveness of training programs varies across organizations, and it is important to evaluate their actual impact on performance.

This study aims to analyze the impact of training and development on employee performance across different organizations in Pune region, providing a broader understanding beyond a single organization.

II. LITERATURE REVIEW

- ArulSamy et al. (2023) found that training programs significantly enhance employee skills and productivity.
- Seneviratne and Kaluarachchige (2024) emphasized that well-designed training programs improve job performance and organizational efficiency.
- Shah (2023) stated that training has a direct impact on organizational performance, with employee performance acting as a mediating factor.
- Alhowaish (2024) highlighted that training programs improve employee adaptability and ability to handle job challenges effectively.
- Zalukhu et al. (2025) conducted a systematic review and concluded that continuous training is essential for long-term employee development.
- Asif (2023) also found that training positively influences employee motivation and performance.

These studies indicate a strong relationship between training and employee performance, but most research is limited to specific organizations. Therefore, this study focuses on multiple organizations to provide a generalized understanding.

III. OBJECTIVE OF THE STUDY

- To understand the concept and importance of training and development in organizations.
- To study the different types of training programs provided to employees.
- To analyze the impact of training and development on employee performance.
- To evaluate the effectiveness of training programs in improving employee skills and productivity.



- To understand the level of employee satisfaction towards training and development programs.

IV. RESEARCH METHODOLOGY

The study is based on a descriptive research design aimed at analyzing the impact of training and development on employee performance. The study was conducted in the Pune region and included employees from different organizations.

A sample size of 100 respondents was selected using the convenience sampling method. Data was collected using a structured questionnaire consisting of both close-ended and open-ended questions.

The collected data was analyzed using percentage analysis and graphical representation techniques such as pie charts and bar graphs. These tools helped in understanding trends and patterns in responses.

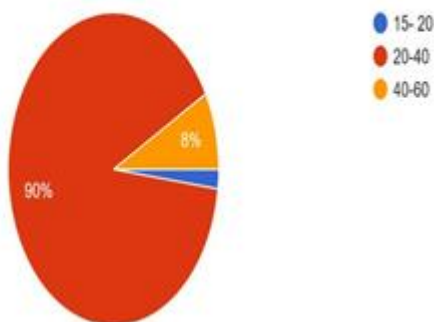
V. DATA ANALYSIS AND INTERPRETATION

Section 1: Demographic Information

Q1) Age

Particular	No Of Response In %
15- 20	2
20-40	90
40-60	8
Total	100

1. Age :-
100 responses



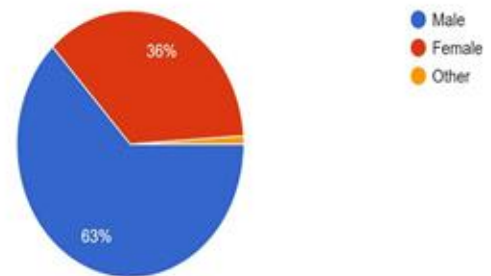
It is observed that a majority of respondents (90%) belong to the age group of 20–40 years, while 8% fall in the 40–

60 age group and a very small percentage belong to the 15–20 category. This indicates that most respondents are young and mid-career professionals who are actively engaged in organizational roles.

Q2) Gender

Particular	No Of Response In %
Male	63
Female	36
Other	00
Total	100

2. Gender :-
100 responses



Interpretation:

The data shows that 63% of respondents are male and 36% are female, indicating a relatively balanced gender distribution with a slight male dominance. This reflects that training programs are being accessed by employees across genders. The participation of female employees is also significant, showing inclusivity in organizational practices.

Q 3) Education Qualification

Particular	No Of Response In %
Graduate	37
Post Graduate	59
Other	4
Total	100



Interpretation:

From the responses, it is evident that 59% of employees are postgraduates, 37% are graduates, and a small percentage belongs to other categories. This shows that the workforce is highly educated and skilled. Highly qualified employees are more likely to understand and apply training concepts effectively.

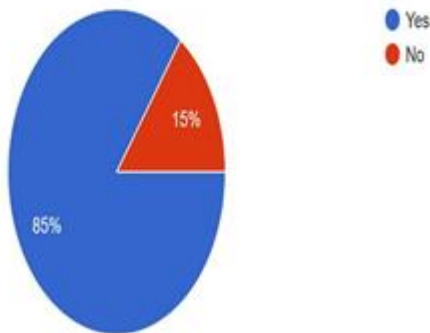
Section 2: Training and Development

Q4) Do you receive any pre-training material or orientation before sessions?

Particular	No Of Response In %
Yes	85
No	15
Total	100

4. Do you receive any pre-training material or orientation before sessions?

100 responses



Interpretation:

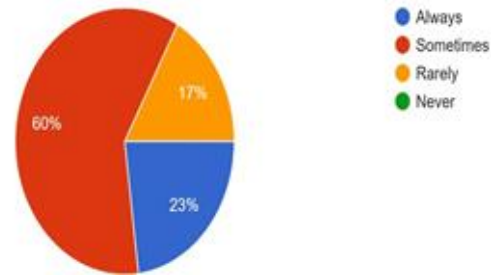
The data indicates that 85% of respondents receive pre-training material, while 15% do not. This shows that most organizations provide preparation support before training sessions. Pre-training materials help employees understand the objectives and content of training in advance. This improves learning effectiveness and engagement during sessions.

Q5) Is the training schedule communicated well in advance?

Particular	No Of Response In %
Always	23
Sometimes	60
Rarely	17
Never	0
Total	100

5. Is the training schedule communicated well in advance?

100 responses



Interpretation:

It is observed that 60% of respondents stated that training schedules are sometimes communicated in advance, 23% said always, and 17% said rarely. This indicates inconsistency in communication practices across organizations. Proper scheduling helps employees prepare and manage their time effectively.

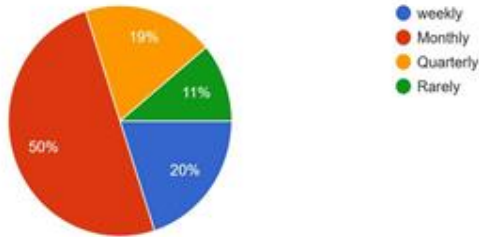
6) How frequently do you attend training programs in your organization?

Particular	No Of Response In %
Weekly	20
Monthly	50
Quarterly	19
Rarely	11
Total	100



6. How frequently do you attend training programs in your organization?

100 responses



Interpretation:

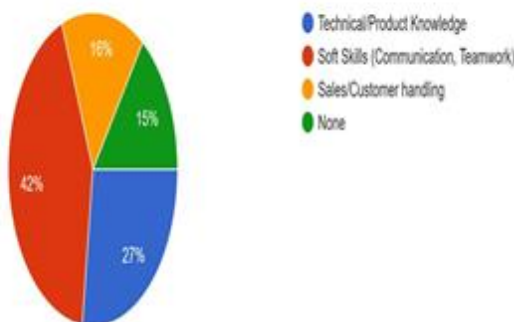
The data reveals that 50% of employees attend training monthly, 20% weekly, 19% quarterly, and 11% rarely. This shows that most organizations conduct training on a regular basis. Regular training helps employees stay updated with skills and knowledge. Monthly training appears to be the most preferred frequency.

Q7) What types of training have you participated in?

Particular	No Of Response In %
Technical/Product Knowledge	27
Soft Skills (Communication, Teamwork)	42
Sales/Customer Handling	16
Total	100

7. What types of training have you participated in?

100 responses



Interpretation:

The responses show that 42% of employees participated in soft skills training, 27% in technical training, 16% in sales training, and 15% in none. This indicates that soft skills training is most common. Soft skills are essential for

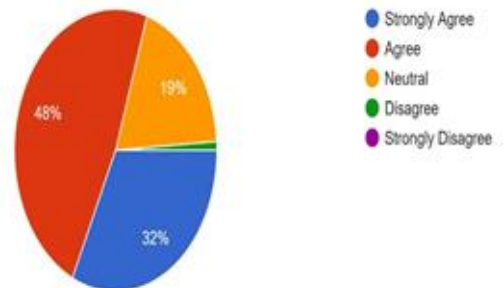
communication and teamwork. Technical training is also important for job-specific skills. The presence of employees with no training indicates a gap.

Q8) Do you feel that the training programs have enhanced your job performance?

Particular	No Of Response In %
Strongly Agree	32
Agree	48
Neutral	19
Disagree	1
Strongly Disagree	0
Total	100

8. Do you feel that the training programs have enhanced your job performance?

100 responses



Interpretation:

The data indicates that a significant majority of respondents, 32% strongly agree and 48% agree, believe that training programs have enhanced their job performance, while 19% remain neutral and only 1% disagree. This clearly reflects a strong positive perception of training effectiveness among employees. Training programs appear to play a crucial role in improving employee efficiency, accuracy, and overall work quality.

Q9) Which aspect of training do you find most beneficial?

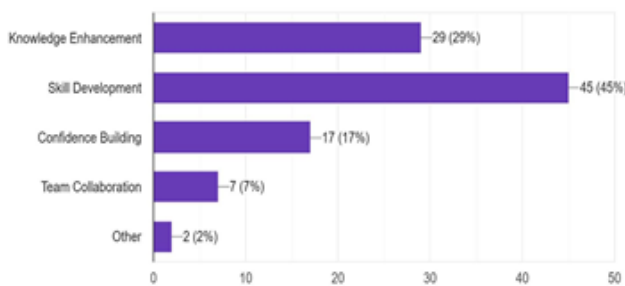
PARTICULAR	NO OF RESPONSE IN %
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Knowledge Enhancement	29
Skill Development	45
Confidence Building	17
Team Collaboration	7
Other	2
TOTAL	100

9. Which aspect of training do you find most beneficial?

100 responses



Interpretation:

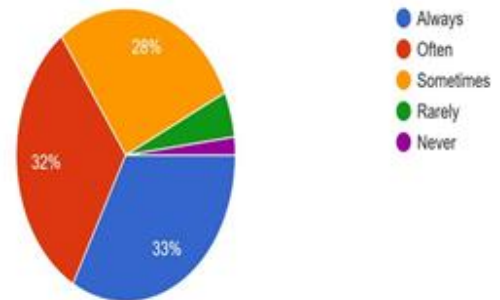
The data reveals that 45% of respondents consider skill development as the most beneficial aspect of training, followed by knowledge enhancement (29%), confidence building (17%), and a small percentage selecting other options. This indicates that employees primarily value training programs that provide practical and applicable skills that can be directly used in their job roles. Skill development is essential as it directly contributes to improved performance and productivity.

Q10) Are the training sessions interactive and engaging?

Particular	No Of Response In %
Always	33
Sometimes	28
Often	32
Rarely	5
Never	2
Total	100

10. Are the training sessions interactive and engaging?

100 responses



Interpretation:

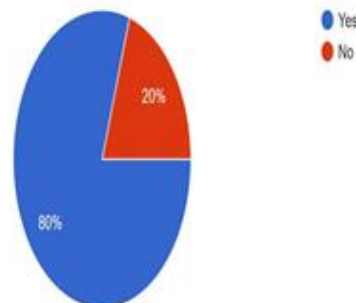
The responses indicate that only 12% of employees find training sessions always engaging, while 32% say often, 28% say sometimes, and a small percentage report rarely or never. This suggests that while training programs are somewhat engaging, there is significant room for improvement. Engagement is a critical factor in determining the effectiveness of training programs, as interactive sessions enhance learning and retention.

Q11) Do you believe the training contributes to better customer service in your organization?

Particular	No Of Response In %
Yes	80
No	20
Total	100

11. Do you believe the training contributes to better customer service in your organization?

100 responses



Interpretation:

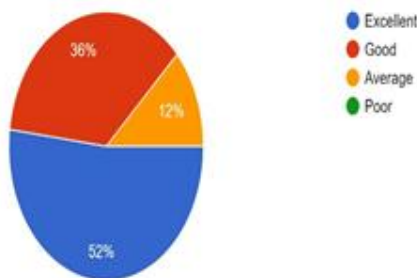
The data shows that 80% of respondents believe that training contributes to better customer service, while 20% do not share the same opinion. This indicates that training programs play an important role in improving customer interaction and service quality. Employees who receive proper training are better able to handle customer queries, resolve issues, and communicate effectively.



Q12) How would you rate the training environment (venue, tools, time, atmosphere)?

PARTICULAR	NO OF RESPONSE IN %
Excellent	52
Good	36
Average	12
Poor	00
TOTAL	100

15. How would you rate the training environment (venue, tools, time, atmosphere)?
100 responses



Interpretation:

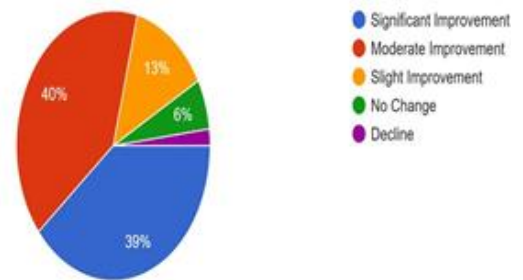
The data indicates that 52% of respondents rated the training environment as excellent, 36% as good, and 12% as average. This shows that most employees are satisfied with the overall training environment, including factors such as venue, tools, time, and atmosphere. A positive training environment is essential for effective learning, as it encourages participation and engagement.

Q13) Have you noticed an improvement in your productivity post-training?

PARTICULAR	NO OF RESPONSE IN %
Significant Improvement	39
Moderate Improvement	40
Slight Improvement	13
No Change	6
Decline	2
TOTAL	100

13. Have you noticed an improvement in your productivity post-training?

100 responses



Interpretation:

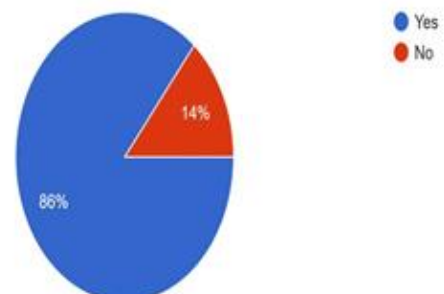
The responses show that 39% of employees experienced significant improvement, 40% moderate improvement, 13% slight improvement, and 6% no change in productivity after training. This indicates that a majority of employees have observed a positive impact of training on their productivity. Training helps employees perform tasks more efficiently, reduces errors, and improves overall work quality. The combination of significant and moderate improvement (79%) clearly demonstrates the effectiveness of training programs.

Q14) Do you believe that continuous training is essential for career growth?

Particular	No Of Response In %
Yes	86
No	14
Total	100

14. Do you believe that continuous training is essential for career growth?

100 responses



Interpretation:

The data reveals that 86% of respondents believe that continuous training is essential for career growth, while a small percentage disagrees. This indicates a strong awareness among employees regarding the importance of ongoing learning and development. In today's dynamic work environment, continuous training is necessary to keep up with technological advancements and changing



job requirements. Employees who receive regular training are more likely to develop new skills and advance in their careers.

15. Open-ended:

Q15) What suggestions do you have for improving the training and development programs in your organization?

The responses collected from employees suggest several important areas for improving training and development programs. A majority of respondents emphasized the need for more practical and hands-on training sessions rather than purely theoretical content. Employees feel that real-life examples, case studies, and role-playing activities would enhance their understanding and application of concepts. Another key suggestion was to make training sessions more interactive and engaging, as some employees reported that current sessions lack active participation.

Q16) Can you share an instance where training positively impacted your job performance in your organization?

The responses indicate that many employees have experienced positive outcomes from training programs in their day-to-day job performance. Several respondents shared that training helped them improve their technical skills and job-specific knowledge, enabling them to perform tasks more efficiently and accurately. Employees also reported improvements in communication skills, which helped them interact better with colleagues and customers.

VI. FINDING OF THE STUDY

The study was conducted on 100 employees working in different organizations in Pune region to understand the impact of training and development on their performance. Based on the responses collected and analyzed, the following findings were observed:

The study also found that training programs are conducted regularly in most organizations, especially on a monthly basis. This shows that organizations are making efforts to continuously develop their employees. Regular training helps employees stay updated with new skills and knowledge.

In terms of types of training, soft skills training is the most common, followed by technical and sales-related training. This indicates that organizations focus not only on technical knowledge but also on communication and interpersonal skills.

It was also observed that most employees feel encouraged by their managers to attend training programs. This support from management plays an important role in increasing participation and motivation among employees.

One of the most important findings of the study is that a majority of employees believe that training programs have improved their job performance. They feel more confident, skilled, and efficient after attending training sessions.

This clearly shows that training has a positive impact on employee performance.

Employees also shared that skill development is the most beneficial aspect of training. They prefer training programs that provide practical knowledge and help them perform their job better. Knowledge enhancement and confidence building are also considered important benefits.

VII. CONCLUSION

The present study was carried out to understand the impact of training and development on employee performance across different organizations in Pune region. In today's fast-changing work environment, employees are expected to continuously upgrade their skills, and organizations are also focusing more on training programs to improve overall performance. This study helped in understanding how effective these training programs are in real situations.

Based on the responses collected from employees, it can be clearly understood that training and development plays an important role in improving employee performance. Most of the respondents agreed that after attending training programs, they were able to perform their work more efficiently. They also felt more confident while handling their responsibilities. This shows that training not only improves skills but also builds confidence among employees.

The study also shows that organizations are making efforts to provide training opportunities to their employees on a regular basis. Many employees attend training programs monthly, which indicates that organizations are serious about employee development. The availability of pre-training materials and support from managers also helps employees to take training seriously and participate actively.

At the same time, some areas of improvement were also identified. Not all employees feel that training sessions are fully engaging or practical. In some cases, training programs are more theoretical, which makes it difficult for employees to apply what they have learned in their actual work. Also, communication regarding training schedules is not always consistent, which can create confusion.



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