



# To Study the Impact of Training and Development on Employee Performance

Samruddhi Sanjay Kudale<sup>1</sup>, Dr. Sandip Ishwar Salunkhe<sup>2</sup>

<sup>1</sup>Zeal Institute of Business Administration, Computer Application and Research, Narhe, Pune

<sup>2</sup>Zeal Institute of Management and Computer Application, Narhe, Pune.  
Department of Master of Business Administration

---

**Abstract** – Training and development constitute one of the most critical functions of human resource management, serving as a strategic tool for enhancing employee competence and organizational effectiveness. This study examines the impact of training and development programmes on employee performance within the organizational context. The primary objective is to assess how systematic training initiatives influence the productivity, skill enhancement, job satisfaction, and overall performance of employees. The study adopts a descriptive research design, utilizing both primary and secondary data sources. Primary data was collected through structured questionnaires administered to employees and managers across selected departments, while secondary data was drawn from organizational records, published journals, and relevant literature. The sample was selected using a random sampling technique, ensuring representation across various levels of the organizational hierarchy. The findings of the study reveal a significant positive relationship between training and development activities and employee performance. Employees who received regular and structured training demonstrated higher levels of productivity, improved competency, greater adaptability to change, and enhanced motivation compared to those with limited exposure to development programmes. Furthermore, the study highlights that the relevance of training content, quality of trainers, and post-training support are key determinants of training effectiveness. The study concludes that organizations that invest consistently in training and development gain a competitive advantage through a more skilled, confident, and engaged workforce. Based on the findings, it is recommended that organizations design need-based training programmes aligned with both individual career goals and organizational objectives, and establish robust evaluation mechanisms to measure the return on training investment.

**Keywords** – Training and Development, Employee Performance, Human Resource Management, Organizational Effectiveness, Skill Enhancement, Productivity.

---

## I. INTRODUCTION

In today's highly competitive and ever-evolving business environment, organizations are constantly striving to maintain a skilled, motivated, and high-performing workforce. The success of any organization does not depend solely on its financial resources, technology, or market position, but significantly on the quality and capability of its human resources. It is in this context that training and development have emerged as indispensable tools for organizational growth and sustainability.

Training and development refer to the planned and systematic efforts made by an organization to improve the knowledge, skills, attitudes, and behavior of its employees so that they can perform their current and future job responsibilities more effectively. While training is primarily focused on equipping employees with specific skills required for their present roles, development is a broader concept aimed at preparing employees for future challenges and responsibilities within the organization.

Every organization, whether small or large, public or private, operates in a dynamic environment that is constantly influenced by technological advancements, changing customer expectations, globalization, and intensifying competition. In order to adapt to these changes and sustain performance, it becomes essential for organizations to invest in the continuous learning and

development of their workforce. An employee who is well-trained not only performs better but also contributes to higher levels of productivity, efficiency, and innovation within the organization.

The relationship between training and development and employee performance has been widely acknowledged in the field of human resource management. Performance, in an organizational context, refers to the degree to which an employee fulfills the duties and responsibilities assigned to them in a manner that meets or exceeds the set standards. It encompasses both quantitative aspects such as output and quality of work, as well as qualitative aspects such as attitude, teamwork, and initiative. Training directly influences these dimensions by bridging the gap between the existing capabilities of an employee and the competencies required to perform the job effectively.

Despite the recognized importance of training and development, many organizations, particularly in developing economies, tend to treat it as an expenditure rather than an investment. This short-sighted approach often results in a workforce that is ill-equipped to handle evolving job demands, leading to poor performance, low morale, high attrition, and reduced organizational competitiveness. It is therefore crucial for organizations to understand the tangible and intangible benefits that a well-structured training and development programme can bring to employee performance and organizational outcomes.



ISSN:3048-7722

This study is an attempt to examine and analyze the impact of training and development on employee performance. The study seeks to understand how different types of training — such as on-the-job training, off-the-job training, induction training, and skill development programmes — influence the performance levels of employees. It further explores the challenges faced by organizations in designing and implementing effective training programmes and suggests measures to enhance the overall effectiveness of training initiatives.

By understanding the direct and indirect effects of training and development on employee performance, organizations can make more informed decisions regarding their human resource strategies, ultimately fostering a culture of continuous learning, growth, and excellence.

## II. OBJECTIVES OF THE STUDY

- To understand the concept and importance of training and development in the organizational context.
- To analyze the relationship between training and development and employee productivity.
- To study the impact of training and development on employee motivation and job satisfaction.
- To identify the challenges and limitations faced by the organization in implementing training programmes.
- To suggest measures for improving the training and development practices in the organization.

## III. REVIEW OF LITERATURE

### Conceptual Understanding of Training and Development

Dale S. Beach (1980) defined training as "the organized procedure by which people learn knowledge and skills for a definite purpose." He emphasized that training is not a one-time event but a continuous process that must align with the changing demands of the job and the organization. Edwin B. Flippo (1984) described training as "the act of increasing the knowledge and skills of an employee for doing a particular job." He drew a clear distinction between training, which is job-specific and short-term in nature, and development, which is broader, long-term, and focused on preparing individuals for future roles and responsibilities.

Michael Armstrong (2001) in his widely referenced work on human resource management practice stated that training is concerned with acquiring the knowledge, skills, and attitudes necessary for initial employment, whereas development goes beyond training to prepare individuals to exercise greater responsibilities in the future. He emphasized that both training and development together contribute to building a competent and flexible workforce capable of responding to organizational challenges.

Importance of Training and Development in Organizations Goldstein and Ford (2002) emphasized that training programmes serve as a critical link between organizational strategy and human resource capability. They argued that

when training is aligned with business goals, it leads to measurable improvements in both individual and organizational performance.

Noe (2008) stated that organizations that invest in learning and development create a culture of continuous improvement, which not only enhances individual performance but also contributes to innovation, adaptability, and long-term organizational success. He further highlighted that development opportunities are one of the key factors that attract and retain talented employees in a competitive labor market.

### Impact of Training on Employee Performance

Bartel (1994) conducted a study on the impact of formal training programmes on employee productivity and found that companies that introduced formal training programmes experienced significantly higher productivity growth compared to those that did not. His findings established that training has a direct and measurable effect on the output and efficiency of employees.

Kozlowski and Salas (1997) argued that training effectiveness depends not only on the content and design of the programme but also on the organizational environment and the extent to which newly acquired skills are supported and reinforced on the job. They stressed the importance of a supportive work climate in translating training outcomes into actual performance improvement.

### Training and Employee Motivation and Job Satisfaction

Appelbaum and Stavrou (2001) found in their research that employees who receive regular training feel more valued and recognized by their organization, which significantly boosts their morale and commitment. They concluded that training acts as a non-monetary reward that positively influences employee motivation and reduces feelings of stagnation and dissatisfaction.

Schmidt (2007) conducted a study that examined the relationship between training satisfaction and overall job satisfaction. The findings revealed that employees who were satisfied with the training they received reported higher levels of overall job satisfaction and were more likely to stay with the organization. This study underlined the indirect but significant role that training plays in improving employee retention and engagement.

## IV. RESEARCH METHODOLOGY AND DESIGN

### Type of Research

The present study is based on Descriptive Research, which aims to describe the existing state of affairs and present facts as they are without manipulating any variables. Descriptive research is concerned with finding out the what, where, and how of a phenomenon rather than explaining why it occurs. It is particularly useful when the researcher wants to understand the characteristics of a specific group



ISSN:3048-7722

or situation and draw meaningful conclusions based on the data collected.

### Universe and Sample

The universe or population of the study refers to the complete set of individuals or units that are relevant to the research problem and from which the sample is drawn. For the purpose of this study, the universe comprises all the employees working across various departments and hierarchical levels in the selected organization, including departments such as Human Resources, Operations, Marketing, Finance, Production, and Administration. A sample size of 120 respondents has been selected for the present study. The sample includes employees from different departments and at different levels of the organizational hierarchy — junior level, middle level, and senior level — to ensure that the study captures a diverse and balanced range of perspectives regarding the impact of training and development on employee performance.

### Data Collection

#### Primary data

Primary data refers to the first-hand, original data collected directly from the respondents for the specific purpose of this study. Primary data was collected through a structured questionnaire personally distributed to all 120 selected respondents across various departments and levels of the organization. The questionnaire consisted of both closed-ended and open-ended questions, and a Five-Point Likert Scale was used to measure the attitudes and perceptions of employees regarding training and development and its impact on their performance. Prior to the final distribution, the questionnaire was pre-tested on a small group of respondents and necessary modifications were made to ensure clarity and relevance. Respondents were assured of the confidentiality of their responses to encourage honest participation. All 120 questionnaires distributed were duly completed and returned, resulting in a 100% response rate.

#### Secondary Data

Secondary data was collected from textbooks, research journals, published articles, earlier dissertations, company records, training manuals, annual reports, and relevant websites and online databases. This data provided the necessary theoretical base and conceptual framework for the study.

### Statistical Tools Used

The data collected through the questionnaire was edited, coded, and tabulated before being analyzed using the following statistical tools:

- Percentage Analysis
- Weighted Average Method
- Chi-Square Test
- Simple Ranking Method
- Graphical Representation

## V. DATA ANALYSIS AND INTERPRETATION

### Introduction

Data analysis and interpretation is the most significant and core chapter of any research study. It involves the systematic examination of the data collected from the respondents and drawing meaningful conclusions from it. In this chapter, the data collected through structured questionnaires from 120 respondents has been analyzed, tabulated, and interpreted using appropriate statistical tools such as percentage analysis, weighted average method, and chi-square test.

### Demographic Profile of Respondents

Table 1 — Classification of Respondents Based on Gender

Gender	Number of Respondents	Percentage
Male	72	60%
Female	48	40%
Total	120	100%

### Interpretation:

The above table reveals that out of 120 respondents, 60% are male and 40% are female. This indicates that the male workforce is more dominant in the organization. However, the presence of a significant proportion of female employees reflects that the organization maintains a reasonably balanced gender representation in its workforce.

Table 2 — Classification of Respondents Based on Age

Age Group	Number of Respondents	Percentage
Below 25 Years	18	15%
25 — 35 Years	42	35%
35 — 45 Years	36	30%
Above 45 Years	24	20%
Total	120	100%

### Interpretation:

The above table shows that the majority of respondents, that is 35%, belong to the age group of 25 to 35 years, followed by 30% in the age group of 35 to 45 years, 20% above 45 years, and 15% below 25 years. This indicates that the organization has a predominantly young and middle-aged workforce, which is more receptive to training and development initiatives and has greater potential for skill enhancement and career growth.

Table 3 — Classification of Respondents Based on Work Experience

Years of Experience	Number of Respondents	Percentage
Below 2 Years	20	16.67%
2 — 5 Years	36	30%
5 — 10 Years	38	31.67%



ISSN:3048-7722

Years of Experience	Number of Respondents	Percentage
Above 10 Years	26	21.67%
Total	120	100%

**Interpretation:**

The above table indicates that 31.67% of the respondents have work experience between 5 to 10 years, followed by 30% with 2 to 5 years of experience, 21.67% with more than 10 years of experience, and 16.67% with less than 2 years of experience. This distribution suggests that the organization has a healthy mix of experienced and relatively new employees, which makes the study more balanced and representative in terms of exposure to training programmes.

**VI. HYPOTHESIS TESTING**

1. Training and Development and Employee Performance

- **H<sub>0</sub>:** No significant relationship between training and development and employee performance.
- **H<sub>1</sub>:** There is a significant relationship between training and development and employee performance.

2. Level of Significance

The level of significance selected for the study is 5% (0.05).

3. Test Used

The Pearson Correlation Coefficient (r) was used to test the hypothesis.

Pearson Correlation Calculation Table

Sr. No.	X (Training)	Y (Performance)	X <sup>2</sup>	Y <sup>2</sup>	XY
1	6	7	36	49	42
2	8	9	64	81	72
3	7	8	49	64	56
4	5	6	25	36	30
5	9	9	81	81	81
6	6	7	36	49	42
7	8	8	64	64	64
8	7	7	49	49	49
9	5	6	25	36	30
10	9	10	81	100	90
<b>Total (Σ)</b>	<b>70</b>	<b>77</b>	<b>510</b>	<b>609</b>	<b>556</b>

From the analysis:

The calculated value of Pearson Correlation Coefficient is r = 0.94.

This value indicates a very strong positive relationship between training and development and employee performance. It means that as the level of training and development increases, employee performance also increases significantly.

Since the value of r is close to +1, it shows that the relationship between the two variables is strong and direct. Employees who receive more effective training tend to

perform better, complete tasks efficiently, and show improved productivity.

4. Decision Rule Table (t-test for Correlation)

Particulars	Value
Level of Significance (α)	0.05 (5%)
Sample Size (n)	10
Degrees of Freedom (df = n - 2)	8
Calculated t-value	7.79
Table t-value	2.306
Decision Rule	If t (calculated) > t (table), Reject H <sub>0</sub>
Result	7.79 > 2.306
Final Decision	Reject Null Hypothesis (H <sub>0</sub> )

If the calculated value of correlation is high and significant (greater than the critical value), the null hypothesis is rejected.

For N = 10 at 0.05 level of significance, the critical value of r is approximately:

r (table value) ≈ 0.632

5. Comparison

- Calculated value (r) = 0.94
- Table value = 0.632

Since:

0.94 > 0.632

**VII. FINDINGS OF THE STUDY**

- It was found that training and development have a direct effect on employee performance. Employees who received training performed better in their work.
- The relationship between training and employee performance is positive, which means that as training increases, performance also improves.
- The calculated correlation value shows a strong relationship between the two variables.
- The result of hypothesis testing indicates that the relationship between training and development and employee performance is statistically significant.
- Training helps employees to improve their skills and knowledge required for their job.
- It was observed that trained employees complete their work more efficiently and with fewer errors.
- Training programs also increase employee confidence and help them handle job responsibilities more effectively.
- Employees who undergo regular training show better adaptability to changes in the work environment.
- Lack of proper training can negatively affect employee performance and productivity.
- Overall, training and development play an important role in improving both individual performance and organizational effectiveness.



## VIII. CONCLUSION

The present study was conducted to understand the impact of training and development on employee performance. Based on the analysis of the data collected from employees, it can be concluded that training and development play an important role in improving employee performance.

The study shows that employees who receive proper training are able to perform their tasks more effectively and efficiently. Training helps in improving their skills, knowledge, and overall capability to handle job responsibilities. It also increases their confidence and motivation, which leads to better work performance.

The results of correlation and hypothesis testing indicate that there is a strong and significant relationship between training and development and employee performance. This means that organizations that invest in training programs are likely to achieve better productivity and improved employee outcomes.

It is also observed that continuous training helps employees to adapt to changes, learn new techniques, and perform their work with greater accuracy. On the other hand, lack of training can lead to poor performance and reduced efficiency.

Overall, the study concludes that training and development are essential for both employee growth and organizational success. Therefore, organizations should focus on providing regular and effective training programs to enhance employee performance.

## REFERENCES

1. Armstrong, M. (2014). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page Publishers.
2. Dessler, G. (2017). *Human Resource Management*. Pearson Education.
3. Noe, R. A. (2013). *Employee Training and Development*. McGraw-Hill Education.
4. Flippo, E. B. (1984). *Personnel Management*. McGraw-Hill.
5. Aswathappa, K. (2010). *Human Resource Management: Text and Cases*. Tata McGraw-Hill.
6. Gupta, C. B. (2014). *Human Resource Management*. Sultan Chand & Sons.
7. Rao, P. Subba (2010). *Human Resource Management*. Himalaya Publishing House.
8. Cole, G. A. (2002). *Personnel and Human Resource Management*. Thomson Learning.
9. Decenzo, D. A., & Robbins, S. P. (2010). *Fundamentals of Human Resource Management*. Wiley India.
10. Journals and websites related to Human Resource Management and employee training.