



Research Article

## Impact of Training and Development on Employee Performance and Productivity

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Received: January 25 2023/Accepted: February 15 2023/Published: 07 April 2023

### Abstract

The study was carried out to understand impact of training and development on employee performance and productivity. Training and development is quickly becoming one of the most critical responsibilities with a direct influence on an organizations success. The aim of the study was to explore the impact of training and development on employee performance and productivity. About 60 employees been selected as sampling, descriptive research is used to describe characteristics of a population or phenomenon being studied. The simple random sampling technique was adopted. The reliability test was conducted using Cronbach's Alpha and the value was found to be 0.907. This study finds that more than half of the respondents had an idea about the expectations, benefits and self-development of training and development. Provide them the equipment, software, and tools they need to do their jobs well and encourage employees to share their thoughts and opinions.

**Keywords:** Training, development, behavioral changes, job performance and self-development.

### Introduction

The goal of training and development is to increase both individual and organizational effectiveness. While development is associated with the advancement of longer-term organization and personnel goals, training may be seen as tied to immediate changes in organizational performance through structured teaching. Nowadays, one of the most talked-about issues is employee training and development, since it benefits the company in many ways. Some workers or employees are required to execute everyday business operations and maintenance. And only when the workers have the right training and development will this be accomplished. Increased staff performance will undoubtedly result from training and development. It acts as a stepping stone or root for success. Any company's ability to succeed depends on the caliber of its people capital, and while it is acknowledged that education and training are crucial, questions remains regarding the specific education and skill sets that lead to success on the job market. Such training must, more crucially, be measurable. Individual performance should be supported by training to have a good long-term and short-term influence on organizational productivity.

Training and development are typically described as deliberate learning experiences that prepare people for their present and future roles. The performance enhancement of those taking part is what drives it. Training and development are necessary for learning, thus they should be viewed as organizational resources that help employees learn, infer, and use information. Enhancing an employee's abilities for current and future tasks and responsibilities is the major goal of training.

Training is seen as an effective way to deal with changes brought on by technical progress, market rivalry, organizational restructuring, and most significantly, it plays a critical role in improving employee performance. This study's goal is to demonstrate how training and development affect employee's performance. Due to their ability to produce high performance in the same field and because they are crucial components of the human resource department, training and development has become one of the essential functions in the majority of organizations. By enhancing employee performance, they have a significant impact on an organization's success.

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The main focus of training and development is the acquisition of knowledge, skills, and behaviors. In reality, as it may enhance performance at both individual and collective growth, training and development is one of the pillars of human resource management.

Habon *et al.* (2019) conducted study on “Impact of Training and Development Program to Employees Performance and Productivity” in Quick Service Restaurant. The purpose of this study was to evaluate the quick service restaurant industry's training and development initiatives. It used a descriptive methodology and customized a survey that was given to 195 staff members of the fast-food restaurants Jollibee and McDonald's in Batangas City. Using percentage and frequency, weighted mean, and analysis of variance, the data was statistically processed. The majority of responders is male, aged 18 to 29, single, and has been employed at Jollibee for 1-3 years. The fast service restaurants are rated highly by the respondents for their training and development programmes. After completing a training and development programme, the respondents believed they could fulfill their work tasks to a high degree. They were able to exhibit productivity in the quick service restaurant to a considerable level. No discernible difference was seen, which suggests that replies were consistent across respondent's profiles. A strategy for improving quick service restaurant training and development was put out.

Christiana *et al.* (2021) conducted study on “Training and development on employee productivity “of selected beverage companies in Southwest, Nigeria. Inefficiency and low production are caused by a lack of knowledge, skills, and talents, often as a result of a lack of organizations to offer up-skilling. Employee attitudes, capacities, and skills for present and future occupations are influenced by training. The study looked at how employee productivity in a few beverage firms in Southwest Nigeria related to training and development. The survey included 306 respondents who work for the 7up Bottling Company in Lagos and the International Breweries Company in Ilesa, both in the state of Osun. It used a descriptive study approach on a target population of 1,267 beverage industry employees, with a sample size of 317 determined using the Taro Yamane formula. Data were gathered at random using a questionnaire that was carefully designed. The questionnaire was only implemented and utilized for data analysis on 306 copies. Simple linear regression was used to analyze the variable. The results demonstrate that employee productivity is positively and significantly impacted by training and development at  $P < 0.05$ . The study came to the conclusion that training and development increase employee and organizational productivity. It was advised that beverage firms view training as an integral component of organizational strategy and make sure it is

properly thought out. The use of on-the-job and off-the-job training methods should be encouraged by beverage firms.

Arisha and Nasir (2018) conducted a case study on “Impact of Training and Development Programmes on Performance of Employees” of State Bank in India. This study is essentially a causal investigation of the link between the independent variable—training programs—and the dependent variable—employee performance. Employee performance is classed under task and contextual performance while the training programme is divided into training methodologies and training design. 171 employees of the State Bank of India from the city of Lucknow made up the respondents. The locations for data collection were chosen based on convenience and the respondents were picked at random. Inferential statistics, correlation, and multiple regression have all been used to analyze data. Cronbach alpha has been used to determine the dependability of the data. The study's findings showed that the task as well as a contextual performance, which are sub-variables of employee performance, was significantly impacted by the training design and technique, two sub-variables of training and development programmes.

Ghalawat *et al.* (2020), conducted a study on “Impact of Training and Development on Employees Performance and Productivity” DMC Textiles in Haryana. At DCM Textiles, the study was conducted. The major goal of this study was to determine how training and development affected the performance and output of the workforce. A questionnaire was used to gather primary data from 100 employees of DCM Textiles in Hisar who worked the morning, evening, and night shifts. The questionnaire was divided into two sections: the first section included demographic profiles, and the second section had questions about the possibility of finding work, the workplace environment, performance reviews, organizational commitment, cultural analysis, performance monitoring, employee satisfaction and increased productivity, as well as personal factors and business ethics. The vast majority of respondents agreed that training and development had a significant impact on their productivity and performance.

### Significance of the Study

Training and Development initiatives are educational activities within an organization that are designed to improve the job performance of an individual or group. These programs typically involve advancing a worker's knowledge and skill sets and instilling greater motivation to enhance job performance. Training and Development helps companies gain and retain top talent, increase job satisfaction and morale, improve productivity and earn more profit.



The recognition of the requirement for implementing the impact of training on employee performance ideally serves as the foundation for this study. Training is a methodical procedure to improve an employee's ability, knowledge, and competency needed to do their work well. Training has a general influence on the performance, income, and competitiveness of a business. The value of training and development to boost employee productivity, yet many businesses first look to decrease their training expenses when the economy slows or when earnings fall. This will result in a high rate of employment turnover, which will raise the expense of hiring new workers and reduce organizational profitability.

Training and development is a term that refers to an organizational trend to enhance person and group performance in the workplace. Human resources development (HRD) is a comprehensive stance that includes HRD in order to maintain market competitiveness. The success or failure of new commercial operations is determined by the effectiveness of its human capital. The basis of such performance is thought to be well-educated and trained human resources. The investigation's primary objective was to examine how training and growth contribute to the achievement of organizational objectives. Examining the role of training and development in organizational success was the main goal of this study and was aimed with the following objectives.

- To determine the level of expectation towards training and development programs
- To highlight the benefits of training and development programs
- To determine the impact of training and development on job performance
- To describe the impact of training and development on self-development
- To analyze the overall impact of training and development on employee performance and productivity.

## Materials and methods

**Research design:** Descriptive research design is undertaken to highlight the characteristics and significance of various parameters used in the study. Descriptive research is used to describe characteristics of a population or phenomenon being studied the same design would be adopted by the researcher to describe the various factors which correlate the impact of training and development on employee performance and productivity.

**Universe and sampling:** This study includes only employees in Venkraft Paper Mills Pvt. Ltd., Hosur. The total population of the industry consists of 600 respondents.

The research selected the production and marketing which consist of 150 employees. The simple random sampling technique was adopted. 40% of the population from the production and marketing has taken for the study. This resulted in 60 employees been selected as sampling. These two departments are taken because these departments are the output or key department of the organization.

**Tools of data collection:** The Likert Scale is utilized by the researcher in the investigation to find out the impact of training and development on employee performance and productivity. The respondent's thoughts, attitudes, and perceptions are determined using this scale as a measuring instrument or grading system regards to the dimensions.

1. Expectations of the employees from training and development programmes
2. Benefits of Training and Development Programmes
3. Impact of Training and Development Programmes on Behavioral Changes
4. Impact of Training and Development Programmes on Job Performance
5. Impact of training and development programmes on self-development

The reliability test was conducted using Cronbach's Alpha and the value was found to be 0.907. In this study Cronbach's Alpha as a measure was used to assess the reliability of a set of attributes or test items. The general rule of thumb is that a Cronbach's alpha of 0.60 and above is good, 0.70 and above is better, and .90 and above is best. The above table infers that all the items used in the study have an alpha value of above 0.90, inferring a best reliability of the questionnaires adopted for the study.

## Results and discussion

The presented Table 1 states that more than half (58.3%) of the respondents infer high level of expectations towards training and development programs. More than two-fifth (41.7%) of the respondents denote low level of expectations towards training and development programs. This table shows that majority of the respondents infer high level of expectations towards training and development programs which will improve their job skills, product knowledge, knowledge about organization and professional growth. It also leads to promotion of the respondent.

Table 1. Distribution of respondents based on expectations towards training and development programs.

Expectation towards T&D	Frequency (60)	Percentage
High	35	58.3
Low	25	41.7
Total	60	100.0

The presented Table 2 states that more than half (58.3%) of the respondents denote high level of benefits of training and development programs. More than two-fifth (41.7%) of the respondents revealed a low level of benefits of training and development programs. This table shows that most of the respondents denote high level of benefits of training and development programs. This may be due to the fact that employees feel that these programs will increase the ability, efficiency, experience, skill, and knowledge of the employees.

Table 2. Distribution of respondents based on benefits of training and development programs.

Benefits of T&D	Frequency (60)	Percentage
High	35	58.3
Low	25	41.7
Total	60	100.0

The presented Table 3 states that more than half (56.7%) of the respondents infer high level of impact of training and development on their job performance. More than two-fifth (43.3%) of the respondents denote low level of impact of training and development on their job performance. It helps the employees to achieve the organizational tasks and goals, and it also improves the decision-making skills of an individual.

Table 3. Distribution of respondents based on impact of T&D on job performance.

Impact of T&D on job performance	Frequency (60)	Percentage
High	34	56.7
Low	26	43.3
Total	60	100.0

The presented Table 4 states that more than half (51.7%) of the respondents denote high level of impact of training and development on their self-development. Less than half (48.3%) of the respondents infer low level of impact of training and development on self-development. This table shows that most of the respondents denote high level of impact of training and development on self-development. As a result, this helps individuals to achieve their personal goals and other aspirations and organization vision, mission. It fulfills the family commitments; it improves the skill and knowledge of individual and reduces stress.

Table 4. Distribution of respondents based on impact of T&D on self-development.

Impact of T&D on self-development	Frequency (60)	Percentage
High	31	51.7
Low	29	48.3
Total	60	100.0

The presented Table 5 states that half (50.0%) of the respondents infer high level of impact of training and development on employee performance and productivity. Half (50%) of the respondents denote low level of impact of training and development on employee performance and productivity. This table shows that the respondents infer equal ratio of high and low levels of impact of training and development on employee performance and productivity. This shows a mixed response and can be further inferred that the training and development programs does have a significant reach on employee's performance and productivity.

Table 5. Distribution of respondents based on overall impact of training and development on employee performance and productivity.

Overall impact of T&D programs	Frequency (60)	Percentage
High	30	50.0
Low	30	50.0
Total	60	100.0

## Suggestions

Have clear objectives and expectations so that workers understand what is required of them and what they are working towards. They will be more motivated to achieve well if they have defined goals. Provide enough training and resources ensure that workers have the abilities and information needed to do their responsibilities successfully. Provide them the equipment, software, and tools they need to do their jobs well. Encourage your staff to share their thoughts and opinions. Regularly offer comments and recommendations for improvement. Provide employees with chances to grow professionally, gain new skills, and take on new tasks.

## Conclusion

Employee performance and training and development are related. We have concluded from our extensive research that training and development have a favorable influence on employee performance. All of our hypothesis has turned out to be accurate. We have established that training results in improved employee performance. Training and development both have a beneficial impact on employee performance, since development leads to improved employee performance. Training and development plans that are effective should be in line with the aims and objectives of the business, take into account the requirements of each employee, and integrate feedback and evaluations to gauge the effectiveness of the training. The advantages of a trained, informed, and motivated workforce, which is essential for attaining long-term success, may be realized by firms that value and prioritize employee training and development.



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### Cite this Article as:

Kishore, S. and Fonceca, C.M. 2023. Impact of training and development on employee performance and productivity. *J. Acad. Indus. Res.* 11(3): 43-47.