



An Impact Assessment of Training and Development on Organizational Productivity

Mr. Vishwajeetsinh Vala¹, Prof. (Dr.) M. N. Parmar²

¹Student, Master of Social Work in Human Resource Management, Parul Institute of Social Work, Parul University, Vadodara, Gujarat, India
Email Id: virajvala.vv@gmail.com, Contact No.: +91 9426586699

²Dean, Parul Institute of Social Work, Parul University, Vadodara, Gujarat, India Email Id: fsw@paruluniversity.ac.in

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ABSTRACT

This paper represents a component of a comprehensive research endeavour conducted in Vadodara, Gujarat, India, focusing on the correlation between Training and Development and Organizational Productivity. The sample consisted of 60 participants. The core objective of this research is to explore the intricate relationship between Training and Development practices and productivity levels within organizations. The primary novelty of this study lies in its approach to perceiving Training and Development not as static protocols but as dynamic processes, which lead to improved work performance, heightened employee dedication, and ultimately, elevated organizational output. The study aims to shed light on how Training and Development initiatives contribute to nurturing this capability.

KEYWORDS: Training and Development, Organizational Productivity

INTRODUCTION

In the contemporary business landscape, organizations encounter a complex and constantly evolving environment marked by rapid technological advancements, fierce global competition, and changing consumer demands. Within this context, Training and Development programs emerge as crucial instruments, serving as a cornerstone for enhancing the skills, knowledge, and effectiveness of the workforce. To comprehensively assess the impact of such programs on organizational productivity, this research article will focus on key dimensions including knowledge enrichment, employee dedication, and factors associated with productivity.

Training and Development

Assisting individuals in becoming more proficient employees parallels the concepts of training and development. It involves a deliberate effort to offer guidance, knowledge, and resources to employees, enabling them to perform their duties effectively. Analogous to how coaches enhance athlete performance, training, and development aims to equip individuals with the necessary knowledge and skills to excel in their professional endeavours. Ultimately, it revolves around cultivating a supportive environment where learning is esteemed, and all employees can contribute fully to the company's achievements.

A fundamental responsibility of HR is employee development, as most companies recognize the significance of training and development in nurturing their human resources. In recent years, organizations worldwide have increasingly prioritized this aspect, particularly due to the rapid evolution of technology, which can erode employees' skills. Consequently, many companies have mandated that employees complete a designated number of training hours annually. Effective training involves systematically enhancing an individual's knowledge, skills, or attitudes, ultimately leading to improved performance. It requires structured activities targeting specific competencies, based on thorough needs analysis, and conducted within a conducive learning environment.

According to Edwin B. Flippo, training entails augmenting an employee's knowledge and skills for a particular job, focusing on acquiring skills essential for a specific profession. Its objective is to facilitate behavioural changes and enhance productivity at work for those undergoing training. For new employees, training aims to expedite proficiency in tasks within a minimal timeframe, while for experienced workers, it becomes vital with the introduction of new tools, machines, or changes in work practices. R. Wayne Mondy and Robert M. Noe assert that the most effective training and development methods are those that demonstrate flexibility and adaptability to evolving circumstances.

Organizational Productivity

The smooth and efficient operation of the workplace directly impacts the productivity of the organization. Achieving common objectives necessitates effective collaboration and prudent utilization of resources and skills by all individuals. The process of fostering an environment where every action

seamlessly aligns, akin to a successful team where each member contributes to the collective success, is termed organizational productivity. Optimizing collective efforts ensures the prosperity and attainment of the organization's goals.

In today's business landscape, possessing highly skilled, adaptable, and proactive employees is imperative for navigating the escalating challenges posed by increased productivity demands, global market dynamics, technological advancements, and competitiveness. Consequently, human resources management has gained paramount importance. Managers recognize the indispensable role of employee training and development in this context. Presently, workforce training and development, crucial for enhancing organizational productivity, lies at the heart of fostering employee commitment, elevated productivity levels, motivation, and growth.

Relation between Training and Development and Organizational Productivity

The effectiveness of training strategies significantly influences the overall productivity and growth of an organization. A comprehensive training approach encompasses both formal and informal methods, such as e-learning modules, structured workshops, coaching, and on-the-job mentorship programs. These methods not only enhance employees' knowledge and skills but also foster a culture of continuous learning within the company. Improved task performance, confidence, and morale are direct outcomes of employees' proficiency in their roles.

Moreover, a well-designed training plan correlates positively with job satisfaction and employee commitment, resulting in a motivated workforce that actively contributes to the company's success. Enhanced organizational productivity creates a ripple effect, impacting elements like learning mindset, motivation, discipline, and overall job satisfaction. This increased productivity serves as a catalyst for long-term growth as businesses recognize the full potential of their human capital. Therefore, the strategic implementation of training techniques serves as an investment in the organization's long-term success while simultaneously enhancing immediate performance.

REVIEW OF LITERATURE

Rahman A. A, Sambassivan M, et al – 2013 in their research “**The Impact of Training and Development on Employee Performance and Effectiveness**” state that an official training program is an attempt on the part of the employer to give the worker a chance to pick up knowledge, attitudes, and abilities relevant to the job. This means that in order for any organization to effectively accomplish the goals of its training program, its design and implementation need to be methodical, planned, and focused on improving productivity and performance.

Salas et al – 2012 in the study “**The Science of Training and Development in Organization**” state that any organization needs to make investments in training and development because they are two independent but connected terms that work collectively to raise an organization's overall productivity.

Singh and Mohanty – 2012 indicated in their research on “**Impact of Training Practices on Employee Productivity: A Comparative Study**” that while training is a valuable tool for improving employee performance and will eventually raise an organization's value, organizations should strike a balance between the cost and benefit of training.

Usha Tiwari – 2014 analyzed the “**Impact of Training and Development Programs on Employees' Efficiency at Madhya Pradesh State Electricity Board**”. The study was an attempt to learn about training and trends for the organization's employees, to analyze general employees' behavior and patterns towards training, to learn about MBSEB's training financial viability, and to research the effects of training and development programs for workers. When all was said and done, the study found that a higher percentage of workers were happy with their jobs and the working conditions the organization offered. The employees were very satisfied with MPSEB and the experienced staff members effectively shared their knowledge with their subordinates. However, there are still some critical concerns that need to be implemented, such as the training programs, policies, and reward system.

Mr T. Somasundaram – 2017 asserts from his study “**Impact of Training on Job Performance**” that a training program's effectiveness has a critical influence in shaping an employee's performance both immediately and in laying the groundwork for future employment responsibilities. His observations highlight how a well-designed training program greatly enhances workers' attitudes, knowledge, and abilities, raising their readiness levels for new challenges in the workplace.

Siddiqui – 2018 study examines the critical role that training and development play in the development of human resources, highlighting the need for extensive programs that span several industries. While acknowledging that human resources are an essential organizational resource, the study emphasizes how important it is to have the best possible skills and knowledge through efficient training techniques. The study, which divides training into on-the-job and off-the-job categories, finds a strong relationship between employee performance and the deliberate application of training and development techniques. Given their significant influence on worker performance, it advises choosing information, skill, and capacity enhancement techniques carefully.

Saleem et al – 2011 training is a planned expansion of knowledge, abilities, and feelings required for employees to function properly in the provided and in understanding the situation. Additionally, training makes employees more capable of motivating themselves and developing into well-mannered, organized individuals, which in turn impacts the organization's performance.

RESEARCH METHODOLOGY

OBJECTIVES

1. To measure T&D's impact on knowledge, skills, task performance, confidence, morale, and job performance.
2. To investigate employee commitment, job satisfaction, and T&D influence on performance competence.
3. To examine productivity-related factors such as job involvement, learning attitude, motivation, discipline, and job satisfaction, to understand their role in influencing organizational productivity post-T&D.

UNIVERSE

For this research study, the universe comprises employees of RISHI FIBC Solutions Pvt. Ltd. of Vadodara district, Gujarat State, India.

SAMPLE & SAMPLING METHOD

Convenience Sampling Method was used by the researcher on a target population of 60 employees of RISHI FIBC Solutions Pvt. Ltd. of Vadodara district, Gujarat State, India.

METHODS OF DATA COLLECTION

The researcher has adopted a questionnaire as the main tool for data collection. Following standardized tools were used for data collection

A: Training and Development Measure

B: Productivity Measure

FINDINGS

- The majority of respondents 48.3% fall in the age group of 30-39 years, followed by 38.3% in the 20-29 years group.
- Postgraduate degree holders constitute the largest group 35%, followed by ITI diploma holders 26.7%.
- The majority 46.7% have 0-5 years of total experience, while 40% have 6-10 years.
- The majority 48.3% earn between Rs. 10,000 - 30,000 per month, and 35% earn between Rs. 40,000 – 60,000 per month.
- Internal communication by top management is the primary source of 96.7%, while advertisements and personal efforts play a minor role.
- A high percentage of 98.3% are either highly satisfied 61.7% or satisfied 36.7% with the way the organization provides information about training and development programs.
- The majority 73.3% fully agree that regular feedback is invariably taken after T&D programs.
- 75% believe that top management actively participates in the evaluation of training and development programs.
- Majority of respondents 83.35 agree or fully agree that tangible indices have been established to assess improvement in both behaviour and skills during T&D program evaluation.
- All respondents 100% rate their knowledge as either good 50% or excellent 50% indicating a high level of confidence in their abilities.
- The majority of respondents 61.7% rate their skills/techniques as excellent, with 35% considering it good, indicating a generally positive perception of their mindset and behaviour.
- A significant 85% of respondents strongly agree that confidence was present during the training and development programs. Only 1.75 remained neutral, suggesting a positive and collaborative learning environment.
- An impressive 83.35 of respondents strongly agree that mutual respect was present between trainers and trainees. Only 1.75 remained neutral, indicating a respectful relationship for the vast majority, while 15% agreed, suggesting room for improvement for some participants.
- 90% of respondents strongly agreed that the trainers were courteous and disciplined during the course. Only a small minority 9.7% expressed neutrality or agreement.
- A notable majority 60% of respondents strongly agree that T&D programs have helped in achieving objectives, thereby satisfying many of their personal needs. An additional 40% simply agree with this statement.
- A significant majority 98.3% either agree or strongly agree that better security of service is ensured through T&D programs. Only 1.7% remained neutral.

- A vast majority 98.3% either agree or strongly agree that there has been a distinct improvement in themselves after attending training and development programs.
- A majority of respondents 70% agree or strongly agree that those who have been trained demonstrate greater performance and effectiveness compared to those not yet trained. Over half 53.3% strongly agree, but a significant minority 28.3% remains neutral.
- A significant majority 56.7% strongly agree that T&D programs have resulted in increased output and profitability of the enterprise. A notable minority 23.3% strongly disagrees.
- A vast majority of respondents 98.3% either agree or strongly agree that training and development programs are a morale booster. Over two-thirds, 63.3% strongly agree, while only a very small minority 1.7% remained neutral.
- A significant majority 65% strongly agree that T&D programs reduce absenteeism, and complaints, ensuring better industrial relations, and improved management practices.
- A vast majority of respondents 98.3% agree or fully agree that they get ample opportunities in knowledge and experience through training. Over half 55% fully agree with the statement, and only a very small minority 1.7% disagree.
- A significant majority 65% fully agree that training and development programs develop competence in handling new and unusual situations. An additional 33.3% agree with the statement, while only 1.7% are uncertain.
- A combined 40%, including strongly disagree and disagree, feel it would be difficult to leave even if they want to. A sizeable 31.7% are neutral, and a combined 18.3% including agree and strongly agree, express a willingness to leave despite the perceived difficulties.
- 76.6% of respondents, including 43.35 agree, and 33.3% strongly agree, feel that training and development programs have helped improve their KSAs. However, 23.3% remain neutral.
- Respondents show positive enthusiasm for varied tasks. 66.7% agree, and 33.3% strongly agree, indicating a positive but moderate desire for different tasks and contributions to diverse goals.
- A significant 63.3% of respondents strongly agree that firm authorities are always available to resolve work-related issues, and 36.7% agree.
- 65% of respondents plan their work to a moderate or great extent, indicating a positive trend towards self-directed initiative and organization. However, 31.7% plan their work to a slightly lesser extent, and 6.7% plan their work to a very great extent.
- The rejection of finished goods is fairly low, with 63.3% responding to a slight extent, 23.35 to a moderate extent, and only 13.3% responding not at all. This indicates good quality control and product quality.
- A significant majority of 96.7% of respondents have great or very great positive attitudes towards work, with only 3.3% having slightly positive or neutral attitudes.
- Most respondents 83.3% rarely complain, with 50% complaining a little, 33.3% complaining to a moderate extent, and only a small percentage 16.7% complaining often.
- A significant 73.3% of respondents are very self-motivated, indicating a high level of initiative and drive. Only 20% are moderately self-motivated, and 6.7% are not very self-motivated.
- A large majority of 80% values both monetary and non-monetary incentives, with 50% placing very high importance on both. Only 30% do not prioritize the type of incentive highly.
- A significant majority of 96.6% of respondents frequently exceed their targets, with 58.3% doing so to a very great extent and 38.3% to a great extent.
- The majority of respondents 73.4% have good work habits, with 41.7% having good work habits to a great extent and 31.7% to a very great extent. Only 6.7% have poor work habits.
- A majority of respondents 55% have high morale, and nearly half 45% have very high morale. This indicates a positive and motivated workforce.
- A significant majority of respondents 68.3% do not support indiscipline to a very great extent, and around a third 31.7% do not support it to a great extent.
- A majority of respondents 56.7% are regular in attendance to a great extent, and nearly half 43.3% are regular to a very great extent.
- A significant majority of respondents 60% are good team members and leaders to a great extent, and 40% to a very great extent.
- A majority of respondents 60% perceive working conditions as ideal to a great or very great extent. 40% find conditions ideal to a very great extent, and 25% find conditions ideal to a moderate extent.
- A significant majority 58.3% are very satisfied with the equipment and facilities to a very great extent. 40% are satisfied to a great extent.

- A majority 58.3% find the working system in the department to be well-organized to a great or very great extent.
- A significant majority 61.7% of respondents are very satisfied with their jobs. Around 23.3% are satisfied to a moderate extent, and 15% to a great extent.

SUGGESTIONS

Organizations must comprehend how training and development initiatives affect output. Businesses can maximize their training activities for better performance by incorporating tactics like leadership development, work-life balance support, recognition programs, and frequent feedback methods.

Programs for employee recognition inspire workers, and assistance with work-life balance improves well-being and output. The efficacy of managers is enhanced by leadership training, and feedback systems promote ongoing development. Clear career routes improve retention, employee assistance programs enhance mental health, and diversity efforts foster innovation.

Innovative approaches boost learning outcomes, interdepartmental cooperation promotes unity, and conflict resolution training improves dynamics. Employee development is aided by regular performance assessment, and corporate responsibility is demonstrated through environmental efforts.

Programs for mentorship help people enhance their skills while addressing concerns of discipline and creating a healthy atmosphere. Individual requirements are satisfied by customized training, and accessibility is increased through technology-enhanced approaches.

Simulations help to bridge the gap between theory and practice and integrate training with performance management to promote continual learning. Simulators for technical and customer service tasks guarantee competence, while compliance education encourages moral conduct.

Organizations can increase productivity and accomplish strategic objectives by evaluating these elements.

CONCLUSION

The study has provided valuable insights into the impact of training and development on organizational productivity. It indicates a positive relationship between various performance metrics and training initiatives, suggesting that these programs effectively enhance employees' skills and capabilities.

A notable outcome of the study is the enhancement in job satisfaction and employee commitment resulting from training interventions. Employees who participated in the training reported feeling more fulfilled and engaged in their work, indicating a positive shift in mindset that fosters motivation and involvement.

In conclusion, the evaluation underscores the favourable correlation between organizational productivity and training activities. These findings offer valuable perspectives for aligning training strategies with business objectives and fostering a culture of continuous improvement. Despite evolving challenges, investing in staff development remains crucial for achieving organizational success.

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