



A STUDY ON IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PREFORMNACE AND PRODUCTIVITY

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ABSTRACT :

This research paper covers the critical role of training and development in enhancing employee performance and driving overall organizational productivity within today's fast-paced corporate landscape. It examines the influence of structured training programs on employee efficiency, motivation, job satisfaction, and organizational performance. Adopting a mixed-method approach—comprising surveys, interviews, and performance data collected from professionals across various industries—the study reveals that training equips employees with essential technical and interpersonal skills while fostering a culture of continuous learning and adaptability. Furthermore, the findings indicate that effective development initiatives enhance employee morale, reduce turnover, and improve alignment between individual and organizational goals. Organizations that invest in targeted and consistent training efforts experience significant improvements in workforce performance and long-term productivity. By offering empirical evidence, this study emphasizes the strategic importance of integrating training and development into human resource management practices to achieve operational excellence and sustain a competitive edge in an ever-evolving business environment

Key Words: Training and development, employee performance, organizational productivity, job satisfaction, motivation, continuous learning, human resource management, competitive advantage.

Introduction:

The effect measuring program is a common topic of discussion in the training and development industry. In order to improve performance and capacities of the organization and connect to the business policy, everyone is looking for the ideal measuring system. Senior managers, firm development consultants, training managers, and human resource professionals understand that all training and development initiatives should ultimately yield a profit and increase the bottom line's efficacy. Programs for training and development are therefore crucial to human resource management.

Definition

Education is a planned designed to improve the knowledge and capabilities of people with specific purposes. This means a methodological process in which technical knowledge is sent to employees to improve their ability and knowledge to effectively perform a particular task. In other words, by participating in training programs, the trainee acquires technical skills, knowledge and problem solving capacities.

Edwin B.

The concept of flippo learning is well-recognized, but there are other versions of the manual. Flippo declares that training is an act of increasing employee skills and knowledge to do their work. Training means gaining ability, and information often requires specific tasks to be performed. The goal is to change the behavior of those who trained to improve their work. New employees who receive training will become completely productive for less time. Whenever new equipment or technology is introduced or whenever the way they work is changed, training is equally important for higher staff.

- The process of training is ongoing. The senior management should make sure that any training initiatives aim to improve the employees' abilities, know-how, and disposition.
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Training and development:

Concept

Before discussing the concept in detail, it is advisable to present the learning wheel developed by Francis and Roland Bi (1994), which is a self-destructive:

According to Goldstein & Ford (1993), training is described as a systematic acquisition of skills, rules, concepts, or views that lead to improved performance in different environments.

Therefore, training programs are organized. For example, a more thoughtful manager, a more capable technician in the workplace, or a manager in a complex company.

For example, in certain situations, during workplace training, the educational environment

Early the same as the real task environment. In some cases, the learning environment is even more detached from the job scenario, as in the case of a technician's classroom lecture on electronics theory. Effective training, however, always results from a learning environment that is methodically adapted to changes in the workplace. Through the transfer of practical or vocational information and skills, training provides a means of acquiring competencies, skills, and knowledge. Gaining and enhancing one's competency is the aim of training, which will enhance business performance. In order to maintain and improve skills and knowledge throughout one's working life, the labor market highlights the necessity of continuing training beyond the requirements of a basic degree. People in a variety of occupations and occupations invoke this type of education professional development.

Investing in training is a financial investment the individuals who work for and with the company. Employee technical skills, knowledge, IT skills, and behavior can all be greatly enhanced by training. It multiplies profits, boosts performance, and improves efficiency. The competitive landscape of today is more intense than it has ever been. Rapid and significant developments are occurring in the corporate sector of power. Technology, treaties, political boundaries, market preferences, and population demographics have all undergone significant change. The business environment for electricity has become unstable as a result of these developments, and in order to survive, the company must constantly adapt its mechanism, structure, strategy, system, procedures, and personnel. Training and development programs are the best choices for gaining a competitive edge.

HRD is a procedure that benefits workers.

By enhancing or acquiring the skills necessary for current and anticipated future positions within the organization, they can expand their overall capabilities and discover their own potential for both personal and business growth.

To encourage a work environment where teamwork and superior-subordinate interactions are positive, contribute to a professional (friendly) atmosphere, and inspire employees.

The belief that As stated by Rao & Pareek (1981, 1992), "human beings are a great asset to the organization" can be absorbed by the human resource systems (HRS).

They can actually greatly aid in the accomplishment of business objectives, therefore they are not just necessary evils to be considered. The human resource system concept is concerned with the positive view of employees as an asset with limitless potential. Even the organization's top achievers must adjust to the changing environment (Rao, 1991). Promoting HRD is the primary goal of training and development initiatives (Rao, 1991).

Individual employee competencies; Competencies necessary for current and anticipated future positions within the organization.

Relationships between superiors and subordinates; teamwork in all corporate offices; coordination between various divisions; and a healthy work environment all contribute to the improvement of an organization's capacity to function as a whole. The following concepts serve as the foundation for the design Rao (1991) identified the following process mechanisms:

Workers are the organization's most valuable resource, and they may be developed to any degree.

- Employee growth requires a supportive workplace where staff members may communicate freely, have faith in one another, and collaborate across departments.
- HRD can be planned and tracked to benefit the organization and its employees.
- Employees feel more dedicated to their work if the company meets both their basic and more complex needs.
- Employee commitment rises when the organization gives them a chance to learn about and showcase their strengths.

Objectives of Study:

- To understand the relationship between training and development programs and employee performance.
- To identify the impact of training that have the most significant impact on employee productivity.
- To provide recommendations for enhancing the effectiveness of training and development initiatives.

Review of the Literature:

According to Singh and Banerjee (2000)'s study on "the second-largest economic activity that makes up half of India's development or investment. The writers of this article provide a quick overview of HRD tactics used by construction companies at different levels. Technology upgrades are desperately needed in many areas of the building business. Organizations' efforts to improve their workforce will have a direct impact on their bottom line. Refresher

training is crucial, and some tangible efforts are required to impart systematic technical training, as there aren't many specialists offering training in construction-related areas.

Singh (2000) has selected 84 organizations from business representing all the major domestic industries questionnaire has developed by Huselid (1993) are used to study training. The objectives of the study are to examine the relationship between training and organizational performance which shows that Indian organizations are still not convinced of the fact that investments in human resources can result in higher performance.

Gray and McGregor (2001) analyzed 100 surveys conducted in New Zealand for employees aged 55 and older, as well as one for employers. Both studies received response rates of about 50%, indicating that respondents were interested in the subject of older workers. Employers' and older employees' ideas about efficiency were not in agreement. One aspect of the investigation is training stereotypes. There is a consensus among older workers that training is challenging, that they are less inclined to learn, and that they are scared of new technologies. As a result, 11.6% of older workers reported discrimination in training. Crucially, competent older workers perceived training as an indication from their employers that they should be considered important contributors.

Radhakrishna. et.al (2001) mentioned their articles about a demographic profile and a learning style instrument (LSI). The three training objectives were to define the participants' demographic profile and learning style, evaluate the knowledge acquired through a Web-based training, and ascertain how participants responded to Web-based content and Listerv discussions. An online pretest and an online LSI were used to start the training assessment process. There were seven demographic questions on the pretest. The agent's social security number was used to connect the LSI questionnaire with the pretest and posttest results. Out of the 106 agents that were accessible, 55 agents finished all four instruments and were incorporated into the study.

According Brown (2001), training and development initiatives are particularly profitable in the US, with annual expenditures rising. However, a lot of companies are starting to doubt the return on their training expenditures due to shifting economic conditions and shrinking profit margins. Does investing in employee training pay off for firms, or are they just preparing their employees for employment elsewhere? Do employees profit personally when they pay for this kind of training, or does the employer benefit exclusively? Myths and misconceptions regarding who foots the bill and who benefits from training's Return on Investment (ROI) are investigated in this study. It is anticipated that training investments would yield favorable results.

Barnes and Kennard (2002) study conducted at Australia. the country's recent productivity boom has been primarily caused by factors other than increasing talent. They add that changes in the skill composition toward skilled workers do not seem to be strongly correlated with increases in labor productivity across nations. France and the UK are two examples of nations with significant skill change contributions that do not have particularly high labor productivity increases. Despite this, they think that skills and education are still crucial for long-term development.

Due to the growing significance of capacity building as a method for evaluating training and development activities, many organizations conduct regular evaluations of their training and development activities (Krishnaveni and Sripirabaa, 2008). Using a created and validated instrument, the current study aimed to apply the notion of capacity building to the evaluation of training and development activities in an organization that manufactures vehicle components. 36 middle-level managers who were chosen through a stratified process served as the study's subjects. The study presented here offers a fresh approach to assessing training and development initiatives. It is suggested that a useful method for assessing and enhancing training and development activities is perception-based, consensus-oriented assessment. Brainstorming sessions produced ideas for improving.

Michael.et.al.(2007). This study looked at the connection between senior staff Qatari nationals' opinions and both the organizational commitment of employees as determined by the three-component model of organizational commitment and the training benefits as determined by the benefits of employee training. Using a quantitative associational research approach, this link was evaluated. Stepwise regression analysis was used to examine 283 replies from the study site, Qatar Petroleum. The results indicate that employees' organizational commitment and their perceptions of the advantages of training are positively correlated.

Further they conducted a case study in Hong Kong to examine the connection between study performance, training work, and employer support for continuing education. Expectancy disconfirmation theory and psychological contract theory serve as the foundation for this investigation. According to the research, employees will be happier and perform better at work and in their studies if their employers encourage their ongoing education and training. The researcher suggests that when employees perceive a low level of organizational support, such an endorsement will have a favorable disconfirmation effect on their job happiness and performance.(Michael.et. al., 2007)

Data and Methods

Study Area:-Vadodara, also known as Baroda, is the third-largest city in Gujarat, India. Located on the banks of the Vishwamitri River, the city is renowned for its historical, cultural, and industrial significance. This study focuses on the training and development of employees at Shankar Techx Pvt. Ltd. The company has been recognized for its commitment to employee growth and development, making it an ideal subject for examining training programs and their impact on employee performance.

Despite the growing emphasis on employee training and development in the corporate sector, very little research has been conducted on the effectiveness of such programs at Shankar Techx Pvt. Ltd., particularly in the context of employee satisfaction and skill enhancement.

For this study, the researcher has selected employees from various departments of Shankar Techx Pvt. Ltd., aiming to explore their views on the training programs offered by the company. The research is based on both primary and secondary data, seeking to provide a comprehensive analysis of the training and development strategies at the company.

To gather firsthand insights, the researcher has engaged with employees from different levels within the organization. The study aims to explore the perceptions of employees regarding the company's training initiatives, with the goal of gaining a deeper understanding of how these programs contribute to their professional growth and overall job satisfaction.

Rational for the selection of study area:-

Vadodara, also known as Baroda, is the third-largest city in Gujarat, India, located along the Vishwamitri River. The city is renowned for its historical, cultural, and industrial significance, with many factories and industries contributing to its economic growth. This study focuses on the impact of training and development on employee performance and productivity at Shankar Techx Pvt. Ltd., a company employing 600 workers. Although Shankar Techx Pvt. Ltd. is a relatively negligible player compared to other major industries in Vadodara, its commitment to employee growth makes it an important subject for this research.

The researcher selected Shankar Techx Pvt. Ltd. for the study due to the company's focus on offering various training programs to its workforce. The research investigates how these training initiatives affect employee performance, productivity, and overall job satisfaction. Data was gathered from employees across different departments within the company to understand their perceptions of the training programs.

The study aims to provide insights into how training and development impact employee performance and productivity at Shankar Techx Pvt. Ltd. By analyzing both primary and secondary data, the researcher seeks to expand knowledge on the effectiveness of training programs in a smaller, emerging company within the industrial landscape of Vadodara.

Research design:-

To reveal the field facts through scientific research instruments, the researcher used exploratory research design. The research aims at exploration and indepth study. Researcher used both qualitative and quantitative (Mix Method) research design. The research methodology applied in the pursuance of study includes the data collection through primary and secondary sources.

Universe of the study:-

The universe of the study was Vadodara district in Gujarat, known for its historical, cultural, and industrial significance. This research focuses on the impact of training and development on employee performance and productivity in Vadodara City, specifically at Shankar Techx Pvt. Ltd.

An exploratory research design was adopted to gather insights into how training programs affect employee performance and productivity. The study examines employee perceptions of the company's training initiatives and their impact on job satisfaction and work output.

Shankar Techx Pvt. Ltd., with 50 employees, was selected for the study due to its commitment to employee development, making it a valuable case for analyzing the effectiveness of training programs.

Sampling Size and Sampling Technique:

Sampling Size - The total sampling size of the research is 50 respondents which contain trans mans and trans women. Researcher used exploratory research design.

Sources of Data Collection:-

Primary and secondary data sources were used for the data collection.

Primary data: Researcher had to approach all respondents such as students, parents Researcher has collected data from all stakeholders using structured and semi- structured interview scheduled and also researcher has been used FGDs for more information and knowledge for this study.

Secondary Data: The researcher used all material regarding study such as material from government reports, publications, articles, websites, books, journals, research papers, literature regarding Scheduled caste education, their achievements, and challenges. Use of internet for e-book also contained sources of secondary data information for study concerned.

Structured Interview Schedule: Primary data was collected through interviews with employees at Shankar Techx Pvt. Ltd. across different departments and levels. The study focused on understanding the impact of training and development on their performance and productivity.

Semi- Structured Interview Schedule: A semi-structured interview tool was used to gather data from employees at Shankar Techx Pvt. Ltd. It allowed the researcher to capture employees' views and experiences regarding the impact of training and development on performance and productivity. This approach provided detailed insights into the effectiveness of training program

Results and Findings: -

The research paper mainly highlights the impact of training and development on employee performance and productivity. It includes clearly defined objectives, and the results and findings are structured based on these objectives. The study presents key insights into how training programs at Shankar

Techx Pvt. Ltd. influence employee efficiency, skill enhancement, and overall work output. It also reflects on the effectiveness of existing training policies and programs implemented by the company to improve workforce performance and productivity.

Table no: 1 Showing the gender of the responded employees located in Shankar Techx Pvt Ltd.

No	Gender	Frequency	Percentage
1	Male	30	60%
2	Female	20	40%
	Total	50	100%

The gender distribution of employees who participated in the study shows that 60% were male and 40% were female. This indicates a male-dominated sample, suggesting that men may have greater access to or involvement in training and development programs at Shankar Techx Pvt. Ltd. Although women also participate, their lower percentage may point to potential disparities in access, participation, or representation in such initiatives.

Table no: 2 Showing the satisfaction of employees with the training programs provided by the company?

No	Answer	Frequency	Percentage
1	Very Satisfied	10	20%
2	Satisfied	28	56%
3	Neutral	9	18%
4	Dissatisfied	3	6%
	TOTAL	50	100%

This table shows the level of employee satisfaction with training at Shankar Techx Pvt. Ltd. Out of 50 respondents, 56% are satisfied and 20% are extremely happy, indicating that the training programs effectively enhance performance and skill development. However, 18% remain neutral, suggesting the need for more relevant or engaging content. A small group (6%) is unsatisfied, highlighting gaps in training effectiveness and practical application.

Table no: 3 Showing how often employees attend training sessions at Shankar Techx Pvt Ltd

No	Answer	Frequency	Percentage
1	Monthly	7	14%
2	Quarterly	27	54%
3	Annually	11	22%
4	Rarely	5	10%
	TOTAL	50	100%

This table shows the frequency of employee participation in training programs at Shankar Techx Pvt. Ltd. Among 50 respondents, 54% attend training quarterly, suggesting a structured approach. Only 14% receive monthly training, ideal for roles needing continuous development. Meanwhile, 22% attend annually, and 10% rarely, which may lead to skill gaps and hinder performance in fast-changing work environments.

Table no: 4 showing which type of training method is used in shankar Techx Pvt Ltd.

No	Answer	Frequency	Percentage
1	Classroom training	5	10%
2	Online training	25	50%
3	On-the-job	12	24%
4	Self-paced learning	8	16%
	TOTAL	50	100%

This table shows the preferred training methods among 50 employees at Shankar Techx Pvt. Ltd. Online training is most favored (50%), highlighting the importance of flexibility and convenience. On-the-job training follows at 24%, reflecting a preference for hands-on, practical learning. Self-paced learning is chosen by 16%, showing a desire for autonomy. Classroom training is least preferred (10%), suggesting traditional methods may be less engaging or effective for most employees.

Table no: 5 showing how employee prefer training sessions to be conducted.

No	Answer	Frequency	Percentage
1	In-person workshops	6	12%
2	Online learning modules	29	58%
3	On-the-job training	11	22%
4	Hybrid	4	8%
	TOTAL	50	100%

This table shows employee preferences for how training sessions should be conducted, based on 50 responses. Online learning modules are most preferred (58%), highlighting a strong interest in flexible, self-paced formats. On-the-job training follows at 22%, showing value in practical, hands-on experience. In-person workshops (12%) and hybrid training (8%) are less favored, likely due to time constraints and lower engagement.

Table no: 6 showing training methods keep employee most engaged

No	Answer	Frequency	Percentage
1	Interactive discussion	13	26%
2	Hands-on practical training	20	40%
3	Group activities and role-playing	16	32%
4	Traditional lecture-based sessions	1	2%
	TOTAL	50	100%

This table shows the training techniques favored by employees based on 50 responses. Practical experience is the most preferred method (40%), emphasizing the value of hands-on learning for improving skills and retention. Role-playing and group activities follow at 32%, highlighting the importance of collaboration and problem-solving. Engaging conversations are also valued by 26% of employees for enhancing understanding. Traditional lecture-based sessions receive the least preference, indicating that passive learning is less effective.

Table no: 7 Showing Frequency of Training to Sustain Productivity Improvements

No	Answer	Frequency	Percentage
1	Monthly	9	18%
2	Quarterly	25	50%
3	Annually	11	22%
4	Rarely	5	10%
	TOTAL	50	100%

This table shows the preferred training frequency based on 50 responses. Quarterly training is the most popular (50%), with employees seeing it as key to maintaining productivity. Annual training is viewed as less effective by 22% of respondents, while 18% support monthly training for more regular learning. Only 10% prefer "as needed" training, indicating that structured, consistent training programs are more beneficial than on-demand sessions.

Major Finding:

- The majority of respondents (60%) were male, suggesting that men have greater participation in training and development programs compared to women, who make up 40% of the respondents. This highlights potential gender-based differences in access or engagement with training initiatives.
- 56% of employees are satisfied with the company's training programs, with 20% being extremely happy. However, 18% of employees are neutral, and 6% are unsatisfied, indicating room for improvement in training effectiveness, especially in terms of meeting the needs of all employees.
- The majority of employees (54%) attend training quarterly, indicating a well-organized but not overly frequent training schedule. However, 22% attend annually, and 10% rarely receive training, suggesting a potential gap for employees who may require more frequent skill development.
- Online training is the most preferred method (50%), followed by on-the-job training (24%). Traditional methods, such as classroom training (10%) and hybrid training (8%), are less favored, indicating a strong preference for flexible and practical learning methods over traditional ones.
- 58% of employees prefer online learning modules, indicating a preference for flexibility and self-paced learning. On-the-job training is also popular (22%), while in-person workshops (12%) and hybrid training (8%) receive limited interest, suggesting that employees favor more flexible and hands-on training approaches.
- Practical experience is the most inspiring training technique (40%), followed by role-playing and group activities (32%). Engaging conversations are valued by 26%, while conventional lecture-based sessions receive the lowest preference, highlighting the importance of interactive and hands-on learning for better engagement and performance.

- 50% of employees prefer training every three months, emphasizing the need for regular, structured learning. While 22% think annual training is sufficient, only 18% support monthly training, and just 10% prefer training on an as-needed basis, indicating that consistent, scheduled training is more effective than sporadic sessions.

Suggestion:

- The company should consider strategies to increase female participation in training programs, such as offering more flexible options or targeting women for leadership and career development opportunities.
- For employees who are neutral or unsatisfied with the training, regular feedback should be gathered to understand the reasons behind their dissatisfaction. Enhancing training relevance and engagement could address these concerns.
- Since quarterly training is preferred by most employees, the company should maintain this frequency but also consider offering additional sessions or refresher courses for those attending less frequently to ensure skill gaps do not arise.
- The company should continue to invest in online learning platforms, ensuring they are interactive, accessible, and up-to-date. On-the-job training should be emphasized for employees whose roles require practical experience.
- The company should focus on providing more online learning modules and on-the-job training opportunities to match employee preferences, reducing reliance on in-person workshops and hybrid formats unless they can be made more engaging.
- Practical experience and interactive learning methods like role-playing and group activities should be prioritized, as they are more engaging and effective for skill application and team-building. Passive lecture-based training should be minimized.
- Quarterly training should be maintained as the standard, but additional monthly sessions should be offered for employees who require continuous skill development. Annual or "as-needed" training should be re-evaluated to ensure they meet employee needs in dynamic roles.

Conclusion:

In conclusion, the study reveals that training and development programs at Shankar Techx Pvt. Ltd. play a significant role in enhancing employee performance and productivity. Employees show a clear preference for flexible and practical training methods, with online learning modules and on-the-job training being the most favored approaches. While the majority of employees are satisfied with the existing programs, there is room for improvement, particularly in addressing the needs of all employees, including women and those who are neutral or dissatisfied with the training.

The findings highlight the importance of maintaining a regular and structured training schedule, with quarterly sessions being the most popular among employees. Offering additional training opportunities, especially for dynamic roles, can further ensure skill development and prevent stagnation. Emphasizing interactive and hands-on learning techniques such as role-playing and group activities will enhance engagement and effectiveness.

By aligning training programs with employee preferences and providing consistent, accessible learning opportunities, Shankar Techx Pvt. Ltd. can optimize workforce development, ultimately leading to improved employee performance, job satisfaction, and overall organizational productivity.

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