



TRAINING AND DEVELOPMENT AS A TOOL FOR IMPROVING EMPLOYEE PERFORMANCE

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ABSTRACT

Training and Development (T&D) is considered one of the most important human resource practices that contribute to employee growth and organizational success. In today's competitive business environment, organizations invest heavily in training programs to improve employees' knowledge, skills, abilities, and job performance. The present study examines the impact of training and development to the employee performance. Data were collected from employees working in different sectors through a structured questionnaire. SmartPLS 4 was used to analyze the relationship between training and development and employee performance. The findings indicate that different training programs positively influence employee productivity, efficiency, satisfaction, and overall performance. The study highlights the importance of continuous learning and employee development initiatives in achieving organizational goals.

Keywords: *Training and Development, Employee Performance, Human Resource Management, Employee Productivity, Workplace Learning, Organizational Effectiveness*

INTRODUCTION

Human resources are widely recognized as the most valuable asset of any organization because they play a critical role in achieving organizational goals and maintaining long-term success. The knowledge, skills, experience, and commitment of employees directly influence an organization's productivity, innovation, and competitive advantage. As the business environment continues to evolve due to rapid technological advancements, globalization, and changing customer expectations, organizations must continuously invest in developing their workforce. One of the most effective ways to achieve this is through well-planned training and development initiatives.

Training and Development (T&D) has become a strategic function of human resource management rather than simply an administrative activity. Organizations now recognize employee learning as an investment that generates long-term benefits instead of viewing it as an operational expense. Well-designed training programs



enhance employees' technical knowledge, interpersonal skills, problem-solving abilities, and confidence, enabling them to perform their responsibilities more effectively. Development initiatives, on the other hand, prepare employees for future roles by strengthening their leadership abilities, decision-making skills, and overall professional competence.

Training refers to a planned and systematic process through which employees acquire the knowledge, skills, and competencies required to perform their current jobs efficiently. It focuses on improving present job performance by identifying skill gaps and providing suitable learning opportunities. Organizations use various training methods, including on-the-job training, off-the-job training, orientation programs, technical workshops, behavioural training, and skill-development sessions. Effective training helps employees reduce errors, improve work quality, increase confidence, and perform their duties more efficiently.

Development is a continuous learning process that focuses on preparing employees for future responsibilities and career growth. Unlike training, which primarily addresses current job requirements, development emphasizes long-term personal and professional improvement. Through mentoring, coaching, leadership development programs, job rotation, and continuous learning opportunities, employees develop the capabilities needed to adapt to changing organizational demands and assume greater responsibilities in the future.

In today's dynamic business environment, organizations face constant challenges arising from digital transformation, market competition, economic uncertainty, and evolving customer expectations. To remain competitive, organizations require employees who are adaptable, knowledgeable, and capable of learning new technologies and work practices. Continuous training and development enable employees to respond effectively to these changes while improving their productivity, creativity, and overall job performance.

Beyond enhancing individual capabilities, training and development also strengthen the alignment between employee performance and organizational objectives. Every organization operates with specific goals, and employees contribute more effectively when they clearly understand their roles, responsibilities, and performance expectations. Well-structured training programs improve communication, coordination, teamwork, and accountability, allowing employees to work more efficiently toward achieving organizational success.

Training also plays a significant role in improving employees' decision-making and problem-solving abilities. Modern workplaces often require employees to make quick and informed decisions in complex situations. By developing analytical thinking, critical reasoning, and practical problem-solving skills, training programs increase employees' confidence and enable them to respond effectively to workplace challenges. As a result, organizations benefit from improved productivity, reduced operational errors, and better overall performance. Another important benefit of training and development is the promotion of adaptability and continuous learning. Organizations must frequently adopt new technologies, revise business processes, and respond to



changing market conditions. Employees who receive regular training are more willing to embrace change, acquire new competencies, and adjust to evolving workplace requirements. This flexibility strengthens organizational resilience and enhances long-term competitiveness.

Furthermore, training and development contribute significantly to effective knowledge management within organizations. Training programs encourage the sharing of knowledge, experience, and best practices between experienced employees and new recruits. This transfer of knowledge ensures continuity, reduces the loss of valuable expertise, promotes innovation, and supports organizational learning. A strong learning culture not only improves employee performance but also contributes to sustainable organizational growth.

Considering these benefits, training and development have become indispensable components of modern human resource management. Organizations that consistently invest in employee learning are more likely to achieve higher productivity, stronger employee engagement, greater job satisfaction, and improved organizational performance. Therefore, this study examines the impact of training and development on employee performance and highlights its importance as a strategic tool for enhancing workforce effectiveness and achieving organizational success.

LITERATURE REVIEW

Zalukhu, Lase, and Telaumbanua (2025) conducted a systematic literature review to identify the major factors influencing the effectiveness of training programs. Their study emphasized that need-based training design, strong leadership support, technology integration, and continuous evaluation are critical for successful training implementation. The findings demonstrated that well-structured training initiatives improve employee performance, enhance retention, and contribute to organizational effectiveness.

Ahmad and Lee (2024) investigated the impact of continuous professional development programs in healthcare organizations. The study revealed that structured learning activities, including coaching sessions, workshops, and professional development programs, significantly improved employees' productivity, efficiency, clinical performance, and job satisfaction. The authors concluded that continuous learning is essential for maintaining high performance in rapidly changing work environments.

Wang and Chen (2023) examined the effectiveness of blended learning approaches that combine online and face-to-face training within multinational organizations. Their quantitative analysis showed that employees who participated in blended training programs achieved higher performance ratings than those who received only conventional classroom training. The researchers highlighted that blended learning improves accessibility, flexibility, employee engagement, and the practical application of acquired knowledge.



Das and Baruah (2022) explored the effectiveness of digital training platforms among information technology professionals. Their findings indicated that e-learning significantly enhanced employees' technical competencies, productivity, and workplace efficiency. However, the researchers emphasized that interactive learning activities, timely feedback, and managerial support are necessary to ensure successful knowledge transfer and practical application in the workplace.

Al-Amir (2021) examined training and development practices in public sector organizations. The study found that well-designed training programs positively influenced task efficiency, work quality, accuracy, and employee productivity. The research further emphasized that organizational commitment, managerial support, and the relevance of training content are key determinants of successful employee performance.

Gupta and Sharma (2020) investigated the relationship between employee training and performance in the retail industry. Their findings indicated that training significantly improved employees' product knowledge, customer service skills, confidence, and communication abilities. As a result, organizations experienced higher employee performance and increased customer satisfaction, demonstrating the strategic importance of continuous employee development.

According to Noe (2020), organizations that consistently invest in formal training and development systems experience higher levels of employee performance and organizational effectiveness. The study reported that trained employees demonstrate stronger problem-solving abilities, greater adaptability, increased job satisfaction, and improved commitment, all of which positively influence organizational productivity.

Singh and Singh (2017) focused on manufacturing organizations and found that employees who regularly participated in technical and behavioural skill development programs performed significantly better than employees who received limited training. Their research concluded that continuous learning enhances operational efficiency, reduces workplace errors, and improves overall productivity.

Salas et al. (2016) reviewed the effectiveness of training transfer within organizational settings. Their findings suggested that training programs produce better performance outcomes when they include comprehensive needs assessments, opportunities for practical application, and regular follow-up sessions. The study highlighted that aligning training objectives with organizational goals increases the effectiveness of learning initiatives.

Similarly, Albrecht et al. (2015) explored the relationship between human resource management practices and employee performance within service organizations. Their quantitative analysis revealed that employee participation in training programs was positively associated with higher performance appraisal scores, stronger employee engagement, and improved organizational productivity. The authors concluded that continuous employee development strengthens workforce commitment and contributes to sustainable organizational success.



Research Gap

Although previous studies have established a positive relationship between training and employee performance, relatively limited research has examined how different dimensions of training and development influence employee performance across diverse organizational settings, particularly in the Indian context. Furthermore, there is a need to understand employees' perceptions regarding the effectiveness of training programs and how these perceptions affect their workplace performance. Therefore, the present study seeks to bridge this gap by examining the impact of training and development on employee performance using empirical data collected from employees working in different sectors.

RESEARCH METHODOLOGY

Research Design: Descriptive Research Design

Sampling Method: Convenience Sampling

Sample Size: 100 Respondents

Data Collection Method: Structured Questionnaire

OBJECTIVES OF THE STUDY

- 1.To examine the impact of training and development programs on employee performance.
- 2.To analyze the relationship between employee satisfaction with training programs and their job performance.

HYPOTHESES

Null Hypothesis (H_0):

Training and development programs have no significant impact on employee performance.

Alternative Hypothesis (H_1):

Training and development programs have a significant positive impact on employee performance.

Variables of the Study

Independent Variables:

- Training and development (TD)

Dependent Variable:

- Employee Performance (EP)

Sources of Data

Primary Data

Primary data were collected directly from employees through:



- A structured questionnaire
- Direct responses from employees working in different organizations

The primary data provided first-hand information regarding employees' perceptions of training and development practices and their influence on workplace performance.

Secondary Data

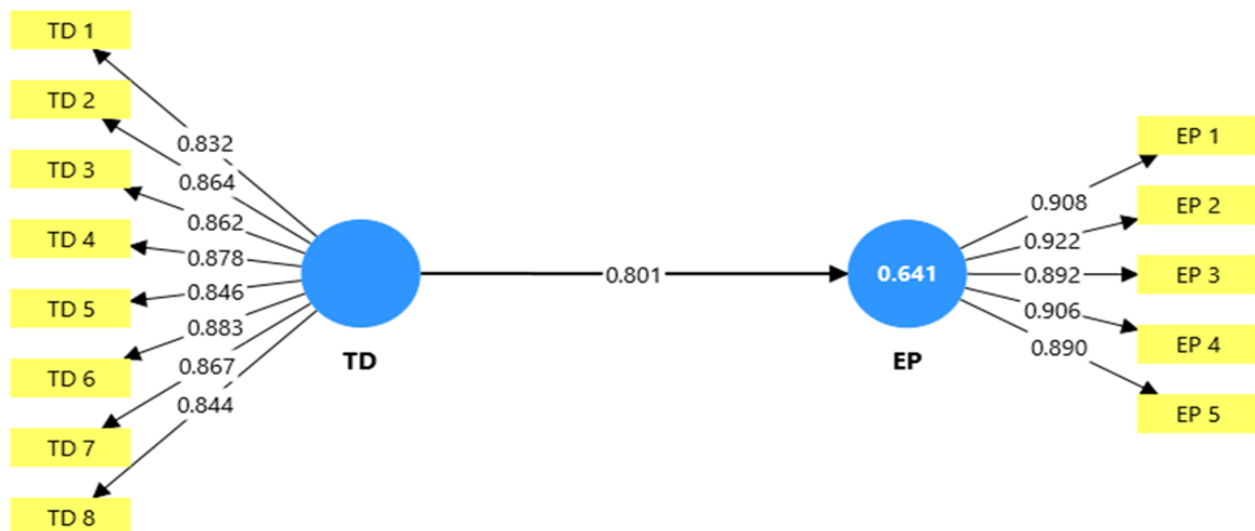
Secondary data were collected from various authentic academic and professional sources, including:

- Research journals
- Books and textbooks
- Company reports
- Online academic databases
- Human Resource Management manuals
- Published research articles

These secondary sources were used to develop the theoretical foundation, review previous studies, and support the interpretation of the research findings.

DATA ANALYSIS AND INTERPRETATION

MODEL OF THE STUDY



INTERPRETATION

The SmartPLS results indicate a positive and statistically significant relationship between Training and Development and Employee Performance. Employees who participate in well-planned training programs demonstrate higher levels of productivity, improved job-related skills, increased confidence, and enhanced workplace performance. The findings suggest that continuous investment in employee learning positively contributes to both individual effectiveness and overall organizational performance.



R SQUARE

	R-square	R-square adjusted
EP	0.641	0.638

The R^2 value of 0.641 indicates that 64.1% of the variation in Employee Performance is explained by Training and Development included in the research model. The remaining 35.9% of the variation may be attributed to other factors that were not considered in this study. The Adjusted R^2 value of 0.638 is very close to the original R^2 value, indicating that the model remains stable even after adjusting for the number of predictors. This close relationship confirms the reliability and explanatory strength of the research model.

RELIABILITY

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EP	0.944	0.945	0.957	0.817
TD	0.95	0.952	0.958	0.739

The reliability analysis demonstrates that the measurement model possesses excellent internal consistency. The Cronbach's Alpha values for Employee Performance (0.944) and Training and Development (0.950) are substantially higher than the recommended threshold of 0.70, indicating excellent reliability. Similarly, the Composite Reliability (ρ_a and ρ_c) values for both constructs also exceed 0.70, confirming that the measurement items consistently represent their respective constructs. Furthermore, the Average Variance Extracted (AVE) values are 0.817 for Employee Performance and 0.739 for Training and Development. Since both values are greater than the acceptable threshold of 0.50, the model demonstrates strong convergent validity, indicating that the measurement items adequately capture their intended constructs. Overall, these findings confirm that the measurement model is reliable and suitable for further statistical analysis.

HTMT DSCRIMIN

	EP	TD
EP		
TD	0.84	

The Heterotrait–Monotrait Ratio (HTMT) was used to evaluate discriminant validity between the study variables' value between Employee Performance and Training and Development is 0.84, which is below the recommended threshold of 0.90. This indicates that the two constructs are conceptually distinct and measure different aspects of the research model. Therefore, the model demonstrates satisfactory discriminant validity, confirming that each construct independently represents its intended concept.



PATH COEFFICIENT

	EP	TD
EP		
TD	0.801	

The structural model reveals a path coefficient value of 0.801 between Training and Development and Employee Performance. This value indicates a strong positive relationship between the two variables, suggesting that improvements in training and development practices lead to corresponding improvements in employee performance. The high coefficient value provides strong empirical support for the proposed relationship and confirms that Training and Development significantly influences Employee Performance.

F SQUARE

	EP	TD
EP		
TD	1.789	

The F^2 value of 1.789 indicates a very large effect size of Training and Development on Employee Performance. According to commonly accepted guidelines, values above 0.35 represent a large effect. Since the obtained value is considerably higher than this threshold, Training and Development has a substantial influence on Employee Performance within the proposed model. These findings highlight the practical importance of employee training initiatives in improving organizational outcomes.

COLLNERITY

	VIF
EP 1	4.437
EP 2	5.136
EP 3	3.35
EP 4	3.99
EP 5	3.632
TD 1	4.503
TD 2	5.234
TD 3	3.617
TD 4	3.786
TD 5	3.303
TD 6	4.412
TD 7	4.099
TD 8	3.739



The Variance Inflation Factor (VIF) was examined to identify potential multicollinearity among the measurement indicators. The VIF values ranged from 3.303 to 5.234. Most values fall within the generally acceptable range, indicating that multicollinearity is not a significant concern in the study. Although a small number of values are slightly above 5, they remain within acceptable limits for PLS-SEM analysis and do not adversely affect the stability or reliability of the model. Therefore, the collinearity assessment confirms that each indicator contributes uniquely to the measurement of its respective construct.

FINDINGS

The analysis of the collected data led to the following major findings:

- Training and Development has a significant positive influence on Employee Performance.
- Employees perceive organizational training programs as valuable for improving their knowledge and professional skills.
- Regular training contributes to higher productivity, better work quality, and greater operational efficiency.
- Continuous learning opportunities enhance employee motivation, confidence, and job satisfaction.
- Well-designed development programs improve organizational effectiveness by creating a more competent and adaptable workforce.

CONCLUSION

The study concludes that Training and Development is a vital tool for improving employee performance. Organizations that invest in employee learning and development initiatives gain a competitive advantage through enhanced productivity, employee satisfaction, and organizational effectiveness. Continuous training programs help employees adapt to changing business requirements and improve their overall job performance. Therefore, organizations should regularly assess training needs and implement effective development programs to achieve long-term success.

Recommendations, Suggestions & Limitations

Based on the findings of the study titled “Training and Development as a Tool for Improving Employee Performance”, several recommendations and suggestions are provided for organizations, managers, and employees to improve the effectiveness of training and development practices.

Organizations should organize regular and systematic training programs for employees at all levels. Continuous training helps employees update their knowledge, improve their skills, and stay aware of new technologies and work methods. Regular training also increases employee confidence and efficiency in performing job responsibilities.



Before conducting training programs, organizations should identify the actual training needs of employees through performance evaluations, feedback, surveys, and discussions. Proper identification of training needs helps organizations design effective and relevant training programs according to employee requirements and organizational goals.

The research was conducted within a limited geographical area and selected organizations only. Therefore, the findings of the study may not represent all industries or organizations operating in different regions.

The study was completed within a limited period of time. Due to time limitations, detailed analysis and wider data collection could not be conducted.

The study mainly relied on primary data collected from respondents through questionnaires and surveys. The accuracy of the findings depends on the honesty, understanding, and opinions of the respondents.

Some respondents may have provided biased or inaccurate answers due to personal opinions, lack of interest, or misunderstanding of questions.

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