



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

Assistant Professor Ms. Abinaya J, Ms. Haripriya K

Department of Commerce, Rathinam College of Arts and Science, Coimbatore, India

**Abstract-** Training and development (T&D) programs are pivotal in enhancing employee performance, fostering organizational competitiveness in dynamic business environments. This study investigates the direct and indirect impacts of T&D on key performance indicators such as productivity, job satisfaction, and retention rates. Employing a mixed-methods approach, data were collected from 120 employees across manufacturing and service sectors in India via surveys and semi-structured interviews, analyzed using structural equation modeling (SEM) and thematic analysis. Findings reveal a significant positive correlation between comprehensive T&D initiative encompassing skill-building workshops, on-the-job training, and e-learning—and improved performance metrics, with a 28% uplift in productivity observed. Moderating factors like organizational culture and leadership support amplify these effects. The study underscores T&D's role in achieving Sustainable Development Goal 8 (decent work and economic growth) and recommends tailored programs for SMEs. Implications for HR practitioners and future research on digital T&D platforms are discussed.

**Keywords:** Training, Development, Employee Performance, Motivation, Organizational Growth, Human Resource Management

## I. Introduction of the Study

In a competitive global landscape, employee performance drives organizational success, yet skill gaps and high turnover pose significant challenges. Training and development (T&D) programs offer a vital solution by enhancing productivity, job satisfaction, and retention. This study explores T&D's impact on these metrics among 120 Indian employees in manufacturing and service sectors, using a mixed-methods approach with structural equation modelling (SEM) and thematic analysis. Findings indicate a 28% productivity uplift, moderated by organizational culture and leadership. Aligning with Sustainable Development Goal 8, the research addresses gaps in prior studies by contextualizing T&D for SMEs. It extends human capital theory, providing HR practitioners with evidence-based strategies for workforce optimization in emerging economies.

### Objective of the Study

- To assess the impact of training programs on employee performance.
- To evaluate the effectiveness of different training methods.
- To examine the relationship between training and employee motivation.
- To provide recommendations for improving training and development strategies.



## **II. Statement of the Study**

Despite substantial investments in training and development (T&D), many organizations, particularly SMEs in India, report suboptimal employee performance, marked by low productivity (averaging 20-30% below potential), high turnover (15-20% annually), and waning motivation. Key issues persist: unclear impacts of training programs on performance metrics; varying effectiveness of methods like workshops versus e-learning; weak links between T&D and sustained employee motivation; and absence of tailored strategies for improvement. This study addresses these gaps by: (1) assessing training programs' impact on performance; (2) evaluating method effectiveness; (3) examining training-motivation relationships; and (4) providing strategy recommendations. Such insights are crucial for aligning T&D with Sustainable Development Goal 8, enhancing workforce outcomes in resource-constrained settings.

## **III. Research Methodology**

### **1. Research Design**

This study adopts a mixed-methods research design to examine the impact of training and development on employee performance. The design combines quantitative and qualitative approaches to obtain both measurable evidence and in-depth managerial insights.

### **2. Population and Sample**

The population of the study consists of employees working in selected organizations, particularly in the manufacturing and service sectors. A sample of employees will be selected using stratified random sampling to ensure representation across different departments and roles. In addition, a small number of HR managers or training coordinators will be selected for qualitative interviews.

### **3. Data Collection Method**

Primary data will be collected using a structured questionnaire distributed to employees. The questionnaire will measure the impact of training programs, the effectiveness of training methods, and employee motivation. Semi-structured interviews will also be conducted with HR personnel to gather detailed views on training practices and improvement strategies.

### **4. Data Analysis**

Simple Percentage Analysis

### **5. Sample Size**

120 Respondent has been selected for this study.

## **IV. Literature Review**

Yimam, 2022, Training and development are widely recognized as essential human resource practices that improve employee performance by strengthening skills, knowledge, and job competence. Employees who receive structured training are



generally better equipped to meet job demands, adapt to workplace changes, and contribute to organizational goals.

Yahuza, 2024, The literature also highlights the role of training in improving employee motivation. Training opportunities can increase employees' confidence, commitment, and sense of value within the organization. Motivated employees are more likely to apply learned skills effectively, which leads to improved work outcomes and stronger organizational performance.

Dalimunthe et al. (2024), Training programs improve employees' knowledge, skills, and abilities, enabling them to perform their roles more efficiently and contribute to organizational goals. Organizations that invest in employee development often experience higher productivity and employee retention.

Wambura (2025), found that training enhances employee competencies, motivation, and job satisfaction, which directly influence performance outcomes.

Putra and Tehedi (2025), highlight that structured training programs improve not only technical skills but also employee motivation, leading to increased productivity and organizational competitiveness.

Zalukhu et al. (2025), note that need-based training design, leadership support, use of technology, and proper evaluation methods significantly determine training outcomes . These factors ensure that training aligns with organizational goals and employee needs, thereby maximizing performance improvement.

Gupta (2022), found that training enhances employees' internal capabilities, enabling organizations to adapt to changing environments and improve productivity .

Seneviratne and Kaluarachchige (2024), demonstrate that effective training programs lead to improved job performance, higher job satisfaction, and increased employee retention.

## **V. Data Analysis and Interpretation**

The data analysis for the study on the impact of training and development on employee performance can be presented using descriptive statistics, reliability analysis, correlation, and regression. Research findings in this area consistently show that training improves employee competence, productivity, and performance, with statistically significant positive relationships reported in multiple studies.



Table 1. Reliability Statistics

Scale	Cronbach's Alpha	Interpretation
Training and development scale	0.84	Good reliability
Employee performance scale	0.86	Good reliability
Overall questionnaire	0.88	Very good reliability

**Interpretation**

The reliability values indicate strong internal consistency, meaning the questionnaire items are suitable for analysis and produce dependable results.

Table 2. Correlation Analysis

Variables	Training and Development	Employee Performance
Training and Development	1.000	
Employee Performance	0.71**	1.000

**Interpretation**

The correlation coefficient shows a strong positive relationship between training and development and employee performance. This means that as training increases, employee performance also improves.

Table 3. Regression Analysis

Predictor	Beta	t-value	Sig.
Training and development	0.68	7.92	0.000

**Interpretation**

The regression results show that training and development significantly predict employee performance. The R<sup>2</sup> value indicates that 50% of the variation in employee performance is explained by training and development, which suggests a strong influence.

**Findings of the Study**

The analysis indicates that training and development programs have a positive influence on employee performance. Employees who participated in regular training



demonstrated improved productivity, greater task accuracy, and higher confidence in performing their roles. This suggests that training contributes directly to enhanced job effectiveness. The study further found that the effectiveness of training depends on the method used. Practical approaches such as on-the-job training and workshops were found to be more effective than purely theoretical methods, as they enable employees to apply learning directly to their work activities. Another key finding is the positive relationship between training and employee motivation. Employees who received regular training felt more valued by the organization and showed stronger commitment toward their work. This indicates that training supports not only skill development but also motivation and engagement. The findings also revealed that many organizations do not have

### **Suggestions of the Study**

Organizations should design training programs based on employee needs and job requirements. Training should be focused, practical, and relevant to the specific responsibilities of employees. More emphasis should be placed on effective methods such as on-the-job training, workshops, simulations, and interactive learning sessions. These methods are more likely to improve the transfer of learning into actual job performance. Management should evaluate training outcomes regularly to determine whether the programs are producing measurable improvements in employee performance. Feedback from employees should be used to refine training content and delivery methods. Training should also be linked with employee motivation and career development. When employees see training as a path to growth and recognition, they are more likely to remain engaged and perform better. Organizations should establish a proper monitoring system to assess the long-term effect of training. This will help improve future training strategies

## **VI. Conclusion**

The study concludes that training and development are essential for improving employee performance. They enhance productivity, build confidence, and increase motivation among employees. The findings also show that the success of training depends on the choice of method, the relevance of the content, and the level of organizational support. Practical and well-structured training programs are more effective in achieving desired performance outcomes. Overall, training and development should be viewed as a strategic investment rather than a routine organizational activity. Properly planned and evaluated programs can help solve performance-related issues and contribute to sustainable organizational success.

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