

## 2. Evaluating the Impact of Organisational Training & Development Program on Employees' Performance

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### **Abstract**

Training and Development (T&D) has emerged as a critical organisational strategy for enhancing employee performance and sustaining competitiveness in a rapidly changing business environment. With continuous advancements in technology, evolving customer expectations, and increasing market competition, organisations are placing greater emphasis on building a skilled and adaptable workforce. This study examines the impact of organisational training and development programs on employee performance, focusing on how structured learning initiatives improve skills, confidence, job satisfaction, and career growth opportunities. The study clearly distinguishes between training, which aims to enhance employees' current job-related competencies, and development, which prepares them for future roles and leadership responsibilities. The findings indicate that effective T&D programs contribute significantly to improved work quality, enhanced decision-making abilities, reduced operational errors, and increased employee commitment. Additionally, the study highlights the long-term organisational benefits of well-implemented T&D initiatives, including higher productivity levels, improved employee retention, and overall organisational effectiveness. The study concludes that continuous investment in training and development is essential for fostering a motivated, competent, and future-ready workforce. Such initiatives not only enhance individual performance but also support sustainable organisational growth and long-term success in today's dynamic workplace.

**Keywords:** Training and Development, Employee Performance, Skill Enhancement

### **Introduction**

In today's competitive business world, organisations must constantly improve to survive and grow. One of the strongest ways to achieve this improvement is by investing in their employees. Training and Development (T&D) has become a key tool that helps employees gain new skills, improve their performance, and prepare for future responsibilities. When employees receive the right training, they become more confident, more productive, and better equipped to handle challenges in their work. Similarly, development activities help them grow as professionals, build leadership qualities, and contribute to the long-term success of the organisation.

Modern organisations understand that employees are not just workers—they are valuable assets. Companies that regularly conduct training sessions, workshops, mentoring programs, and skill-building activities create a knowledgeable and motivated workforce. As a result, the organisation benefits through higher performance, better teamwork, reduced errors, and increased employee loyalty. Therefore, evaluating the impact of training and development is essential to understand how these efforts improve both individual performance and organisational effectiveness.

This article focuses on analysing how training and development programs influence employee performance. It highlights why T&D is important, how it works, and how it helps employees perform better in their roles.

### **Purpose of the study**

The main purpose of this study is to examine the effectiveness of organisational training and Development programs and understand how they impact employee performance. Specifically, the study aims to:

1. Identify how training programs help employees improve their skills, confidence, and productivity.
2. Evaluate the role of development activities in preparing employees for future responsibilities and career growth.
3. Understand the relationship between T&D initiatives and overall employee performance.
4. Examine whether well-designed training programs lead to higher job satisfaction, motivation, and retention.
5. Highlight the importance of continuous learning in improving organisational success.

By achieving these objectives, the study will provide meaningful insights into how training and development contribute to better performance and why every organisation should invest in the growth of its employees.

### **Literature Review**

Noor Ul Hadi (2021), in the impact of Training and Development on Employee Performance: This study found that training at Shifa Hospital did not greatly improve employee performance because employees were not fully learning or applying the training. Training improves performance only when employees gain real knowledge and use it in their work. Emotional attachment to the organisation did not affect the link between training and learning, but it did strengthen the connection between learning and performance. The study highlights the need to make training more effective.

V. Lakshmi & Dr Ch. Hymavathi (2022), in Training, Development, and Psychological Empowerment: This study found that training and development in the healthcare sector improve employee skills and job understanding. A major finding is that training also increases psychological empowerment—employees feel more confident and capable at work. This confidence leads to better performance. Based on data from 307 healthcare employees, the study shows that when workers feel empowered, the positive impact of training on their performance becomes much stronger.

Siddiqui Arisha & Prof. Zamir Narsi (2018), in Training and Performance at State Bank of India: This study examined how training programs affect employee performance at the State Bank of India. It found that well-designed and properly delivered training improves employees' job skills and helps them perform their duties more efficiently. Training also enhances contextual performance, meaning employees

show better behaviour, attitude, and cooperation at work. The study suggests that banks should regularly identify employees' training needs and encourage them to participate willingly so they can gain the full benefits of the training.

Dr R. Hemanalini (2013) has analysed the impact of Training and Development on Employees' Performance at Life Insurance Company. This study examines how training and development (T&D) programs affect employee performance at IBFI Federal Life Insurance Company in Coimbatore. It looks at two main factors: T&D and employee performance, with a focus on work attitude and job involvement as key influences. The research involved 200 employees and used surveys for data collection. The analysis found relationships between T&D and employee performance and identified the factors that most influence performance. The study aims to better understand how T&D drives improved employee performance.

### **Research Methodology**

The present study adopts a quantitative research design to examine the impact of training and development programs on employee performance. The study is based on primary data, which was collected directly by the researcher for the first time. Primary data was considered appropriate as it provides first-hand information regarding employees' experiences, opinions, and perceptions related to training and development programs implemented within their organisations.

### **Data Collection Method**

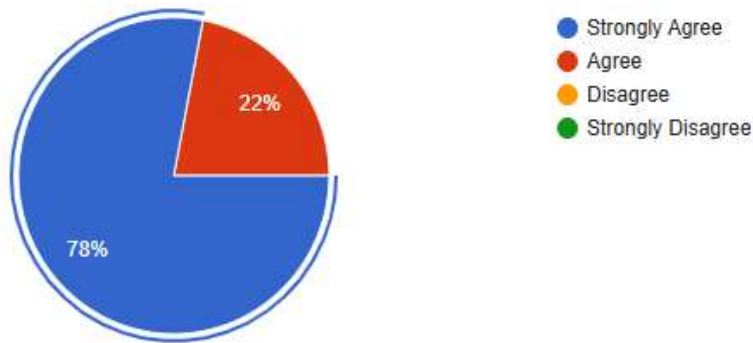
Data was collected using a structured questionnaire, designed to measure key variables such as training effectiveness, skill enhancement, job satisfaction, employee confidence, decision-making ability, and overall performance. The questionnaire consisted of closed-ended questions measured on a Likert scale to facilitate quantitative analysis. Before final administration, the questionnaire was reviewed to ensure clarity, relevance, and content validity.

### **Sampling Design and Sample Size**

A total of 50 participants were selected for the study using appropriate sampling techniques to ensure adequate representation of the target population. The selected sample size was considered sufficient for obtaining reliable responses, conducting meaningful statistical analysis, and drawing valid conclusions, while remaining feasible within time and resource constraints.

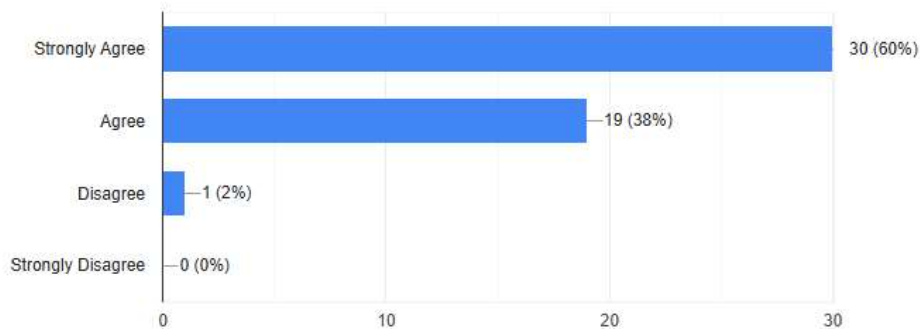
### **Data Analysis and Interpretation**

1. Did the training program help you achieve the skill?



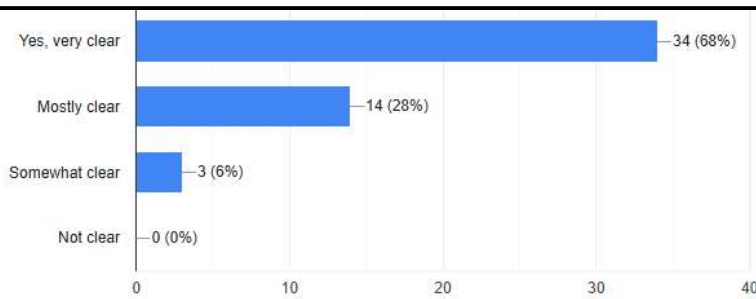
**Interpretation:** The results show a very positive perception of the training's effectiveness. A large majority (78%) strongly believed that the program helped them achieve the required skill, while the remaining 22% agreed. Since no one disagreed, it indicates that participants clearly felt the training was successful in meeting its goals.

2. Do you think this training will help you in your work?



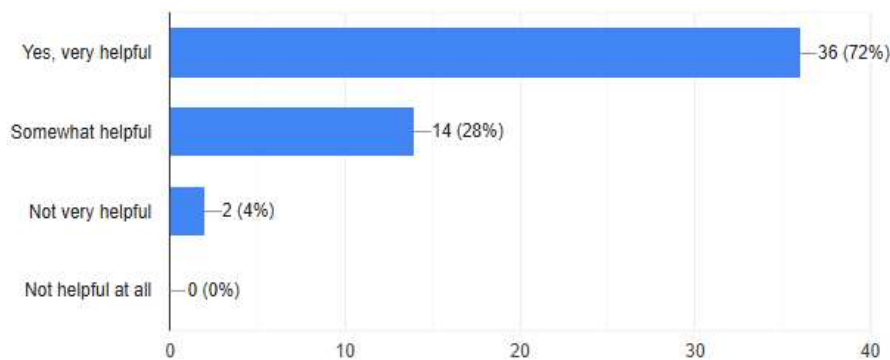
**Interpretation:** The results are shown in a horizontal bar graph and clearly reflect a positive response to the training. The feedback shows that the training was highly appreciated, with 98% of participants either strongly agreeing or agreeing that it will help them in their work. Only 2% disagreed, and no participants strongly disagreed, indicating strong overall satisfaction with the training's relevance and usefulness.

3. Was the training material (presentation, handouts, etc.) clear and easy to understand?



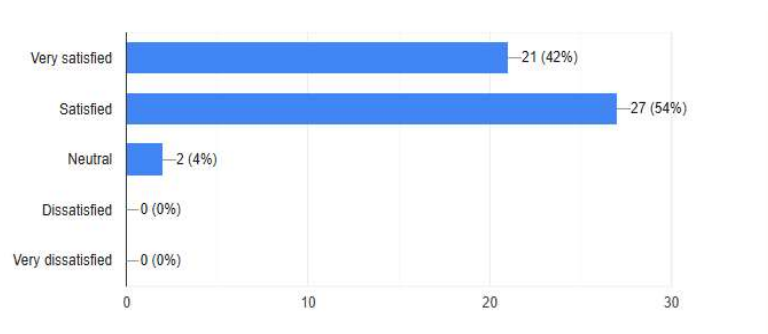
**Interpretation:** The results show that almost all participants found the training material easy to understand. About 96% said it was very clear or mostly clear, while only 6% felt it was somewhat clear. Since no one found it unclear, it indicates that the material was well- designed and easy to follow.

4. Did the training include practical activities or examples that helped you understand the concepts better?



**Interpretation:** Most participants felt the practical activities in the training were effective. About 72% found them very helpful, 28% found them somewhat helpful, and only a small portion (4%) felt they were not very helpful. Overall, the activities clearly supported a better understanding of the concepts.

5. How satisfied were you with the overall training session?



**Interpretation:** The responses, shown in a horizontal bar chart, indicate that most participants felt good about their experience. The overall satisfaction level with the training session was very high, with 96% of the participants feeling either satisfied or

very satisfied. Only 4% felt neutral, and none expressed dissatisfaction, indicating a highly positive response to the training.

### **Conclusion**

In conclusion, this research shows that training and development programs have a strong and positive impact on employees and the organisation. The survey findings revealed that most participants felt the training helped them gain the required skills, supported their work performance, and provided clear and easy-to-understand material. Training also improved employee engagement, satisfaction, and commitment. At the organisational level, better employee performance leads to higher productivity and overall growth. Although ensuring the training aligns with organisational goals remains important, the results clearly indicate that well-designed training programs benefit both employees and the organisation in meaningful ways.

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