

# **The Relationship between Employee Training and development and organisational performance: An empirical Study**

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**DOI:10.48047/pne.2018.55.1.04**

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## **Abstract**

Employee instruction and advancement stands as a cardinal constituent of human resource management, bearing the potential to yield consequential consequences upon an organization's execution. The modality in which an organization educates and advances its employees can effectuate progress in productiveness, efficiency, job fulfilment, and cooperation. A meticulously crafted and adapted instruction and advancement program possesses the ability to augment employee cognition, abilities, and competencies, in turn fostering superior execution and a favourable organizational ethos. The scrutiny of literature insinuates that the education and enhancement of workers can positively affect the operation of an organisation in diverse ways. Initially, education and enhancement programs can ameliorate the knowledge, skill, and aptitude of an employee, subsequently augmenting productivity, and efficiency. Secondly, the education and enhancement of employees can heighten job gratification, thus resulting in greater retention rates and less turnover. Thirdly, the education and enhancement of employees can enhance the overall culture of the organisation, thereby leading to superior cooperation, communication, and collaboration. The literature review also highlights the importance of a well-designed and implemented training and development program, tailored to the specific needs of the organisation and its employees. Moreover, the evaluation of the training and development program is also essential to measure its effectiveness and impact on organisational performance. It emphasises the need for organisations to invest in their employees' training and development to improve their performance and ultimately achieve their strategic goals.

Keyword- Employee training in organisation, Organization employee development.

## **Introduction**

In the contemporary and cut-throat business milieu, entities are ceaselessly searching for means to enhance their efficacy and stay pertinent in their corresponding markets. A pivotal aspect that has been deemed indispensable in accomplishing this aspiration is the grooming and enhancement of the staff. Khan, Khan, & Khan, (2011) in view of this, numerous studies have been carried out to investigate the correlation between the honing and advancement of the personnel and the performance of the organization. Employee instruction and augmentation pertains to the procedure of refining workers' competencies, proficiency, and capabilities via diverse methods of erudition and enrichment initiatives. This encompasses

on-the-job guidance, seminars, advising, mentoring, and structured academic programs. On the other hand, organizational accomplishment pertains to the degree in which an organization attains its objectives and aims.

According to Elnaga & Imran, (2013) it is appraised by diverse parameters such as revenue growth, profitability, client contentment, and worker involvement. Multiple research have indicated a positive correlation between employee instruction and augmentation and organizational accomplishment. Employee training and development has the potential to spur innovation and promote organizational performance. Innovation is critical in today's competitive markets, and a company's ability to innovate can be enhanced through its employees' acquisition of new skills and knowledge.

Salas, Tannenbaum, Kraiger, & Smith-Jentsch, (2012) found that employee training and development can provide such opportunities, leading to the generation of novel ideas and problem-solving techniques that can benefit the organization. Studies have shown that companies that invest in employee training and development are more likely to be innovative and to develop new products and services.

However, the relationship between employee training and development and organizational performance is not always straightforward. Research has found that while employee training and development may have a positive impact on individual employee performance, this effect does not always translate into improved organizational performance.

Manzoor, (2012) found that the reasons for this are complex and can include factors such as poor leadership or inadequate resources, as demonstrated in one study. It is therefore essential to evaluate the impact of employee training and development programs carefully, considering all relevant factors to ensure maximum benefit to the organization. The intricate and multifaceted relationship between the development and training of employees and the performance of an organization is a complex matter. While various studies have shown a positive correlation between the two, the association is not always straightforward. As a result, it is crucial for organizations to meticulously deliberate on their training and development efforts to ensure they align with their overall goals and objectives. Additionally, it is imperative to address other factors that may impact the relationship between employee training and development and organizational performance, such as leadership and resource allocation.

## **Literature Review**

Currently, managing human resources is the utmost priority for every organization. To maximize profits and promote organizational growth, the human capital within each organization must reach its highest potential. According to Albrecht, Bakker, Gruman, Macey, and Saks (2015) training and development pertains to a suite of initiatives formulated to bolster employee job performance and organizational productivity. In modern-day workplaces, these endeavors encompass a vast spectrum of applications, spanning from

specialized job skill training to long-range professional advancement, and are germane to employees of all cadres, from line staff to the Chief Executive Officer. Given the present business milieu, where the concept of learning organizations is in vogue, Training and Development has emerged as a pivotal corporate function, characterized by distinctive theories and methodologies, recognized as a profession. It is an irrefutable variety that an organization's success is primarily hinged on the job performance of its workforce.

Aguinis & Kraiger, (2009) found that while employee motivation, commitment, and engagement are crucial determinants of job performance, extensive research affirms that Training and Development assumes a paramount role in enhancing employee performance. Investing in the professional growth and advancement of employees can have a profound impact on their job performance. The primary consequence of such investment is an enhancement in productivity, as employees acquire novel competencies and knowledge that enable them to work with greater efficiency. Furthermore, by mitigating errors and enhancing the quality of their work, employees can substantially augment productivity.

Hubbard, (2009) found that employee training programs also lead to improved motivation and engagement, which culminate in heightened levels of job satisfaction and commitment, ultimately contributing to a boost in productivity. The augmentation of job performance is a crucial outcome of employee training and development. Participants of these programs are more inclined to obtain the fundamental skills and knowledge required to execute their work duties with greater efficiency. Furthermore, employee training and development empowers individuals to stay updated with the latest industry trends, superior practices, and cutting-edge technologies, thus authorizing them to perform their job duties with increased proficiency.

Training and development can have a constructive influence on employee retention rates as well. Companies that provide opportunities for employee training and development demonstrate their dedication to their workers' continuous growth and learning, resulting in employees who feel valued and invested in the organization. This commitment can help to establish a culture of continuous learning and development, which in turn can facilitate the recruitment and retention of top-notch talent. Resistance to training programs can present a formidable challenge for organizations. The reasons for this resistance may vary, ranging from perceiving training as a supplementary burden, to a lack of interest or perceived need, or feeling overwhelmed by their workload. Despite the cause, employee resistance can lead to reduced attendance and unengaged participation, ultimately diminishing the effectiveness of training programs.

When employees perceive training as an extra burden, it becomes an onerous task for organizations to convince them to participate. If training adds to an already taxing workload, employees may perceive it as an extraneous addition to their already strenuous schedule. This can lead to a loss of incentive to attend training sessions, ultimately leading to poor attendance rates.

Furthermore, a lack of interest or perceived need for training can result in a disengaged and indifferent audience. Employees may not perceive the relevance of training to their role, or may not deem it essential to their job performance. Consequently, their involvement in training may be limited, and they may not assimilate or retain as much information as desired.

Additionally, employees who already feel overwhelmed with their workload may not possess the mental or emotional bandwidth to concentrate on supplementary training. This can result in a lack of attention and focus during training sessions, leading to decreased engagement and lower retention rates.

Chandrasekar, (2011) found that investing in employee training and development holds paramount importance for organizations that aspire to establish a culture of unceasing learning and growth. This culture is critical to elevate the overall performance of the organization and attain long-term triumph. Regular training and development opportunities for employees not only enhance their skills and knowledge but also foster a sanguine work environment that nurtures learning and advancement.

Ibrahim, R., Boerhannoeddin, A., & Bakare, K. K. (2017) revealed that pivotal advantages of investing in employee training and development is that it inculcates a culture of perpetual learning. Consistent training and development opportunities rouse employees' engagement and motivation, propelling them to take an active part in their learning and development journey. This self-drive can motivate them to seek out fresh information and skills that can enrich their performance in their roles. Subsequently, organizations can shape a work culture that cherishes learning and refinement, which can contribute to their triumph.

Moreover, investing in employee training and development can add to a sanguine organizational culture. When employees feel bolstered and valued, they are more likely to find contentment in their jobs and display higher allegiance to the organization. This, in turn, can lead to a decline in employee turnover, which can be a significant cost for organizations. Furthermore, a sanguine organizational culture can boost employee morale, leading to increased productivity levels and better-quality work.

In addition, investing in employee training and development can help organizations to retain their competitive edge in the marketplace. By imparting employees with the skills and knowledge they need to perform their roles proficiently, organizations can adapt to evolving business environments and outpace their competitors. This can be particularly imperative in industries that are undergoing swift technological changes or grappling with novel regulatory requirements.

To surmount these obstacles, organizations must identify the root cause of employee resistance towards training programs. This can be accomplished by comprehending the cause of the resistance and addressing it through effective communication and support. For

example, organizations can explain the significance of training and how it can benefit employees in their roles. They can also provide resources to assist employees in managing their workload and ensure that they have enough time to attend training sessions.

Effective staff training and development initiatives are crucial for organizations to achieve success and growth. These programs not only assist personnel in enhancing their skills and knowledge but also foster creativity and innovation, which can result in fresh ideas and approaches to improve organizational performance.

In today's dynamic business environment, organizations must be flexible and adaptable to remain competitive. Staff training and development initiatives play a critical role in enabling organizations to achieve this nimbleness. By equipping personnel with the necessary skills and knowledge, organizations can empower them to face new challenges and take on new roles, allowing them to adapt to changes in the marketplace rapidly.

One of the most significant advantages of effective staff training and development programs is their ability to cultivate innovation and creativity. When personnel receive training and development opportunities, they become more invested and motivated. This motivation can drive them to play an active role in the organization's growth and development, generating novel ideas and processes that enhance the company's products or services, rendering them more competitive in the marketplace.

Moreover, effective staff training and development initiatives can also enhance employees' analytical and problem-solving abilities. By training personnel to identify and analyse problems, they become more proficient in devising innovative solutions to complex issues. This ability can enable organizations to accomplish their objectives more efficiently and effectively.

In addition, staff training and development initiatives can engender a culture of creativity and innovation within the organization. When personnel are encouraged to share their ideas and insights, they feel valued and engaged. This engagement can lead to a more collaborative and productive work environment, where employees feel empowered to take risks and experiment with new ideas.

Lastly, staff training and development initiatives can bolster organizational performance by enabling employees to acquire new skills and knowledge. This newfound learning can help personnel perform their job responsibilities more effectively, resulting in increased productivity and higher-quality work. When personnel are more productive and perform better, the organization benefits from heightened efficiency and profitability.

#### **Objectives of the study:**

- To measure the relationship between employee training and development and organisational performance

### Research Methodology:

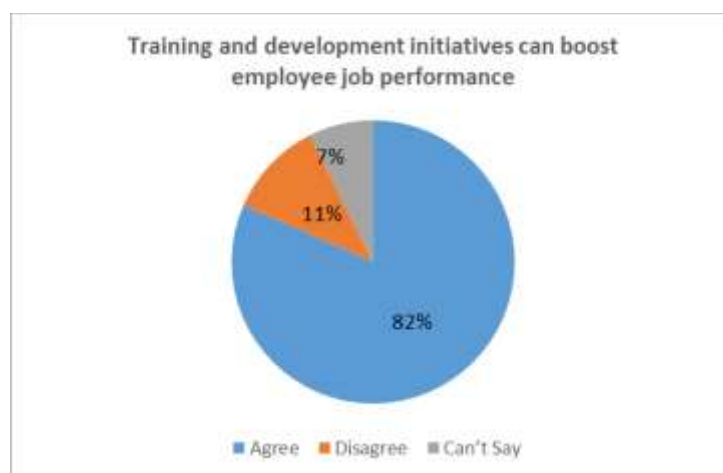
This study is empirical in nature. In this study 190 respondents were contacted to give their viewpoints on the relationship between employee training and development and organisational performance. The data analysis was done with the help of the frequency distribution and pie charts were used to present the data.

### Data Analysis and Interpretation:

**Table 1 Training and development initiatives can boost employee job performance**

Particulars	Agree	Disagree	Can't Say	Total
Respondents	155	21	14	190
% age	82.0	11.0	7.0	100

Table 1 presents that with the statement **training and development initiatives can boost employee job performance**, it is found that 82.0% of the respondents agree with this statement.



**Figure 1 Training and development initiatives can boost employee job performance**

**Table 2 Employee training programs also lead to improved motivation and engagement**

Particulars	Agree	Disagree	Can't Say	Total
Respondents	162	17	11	190
% age	85.0	9.0	6.0	100

Table 2 presents that with the statement **employee training programs also lead to improved motivation and engagement**, it is found that 85.0% of the respondents agree with this statement.

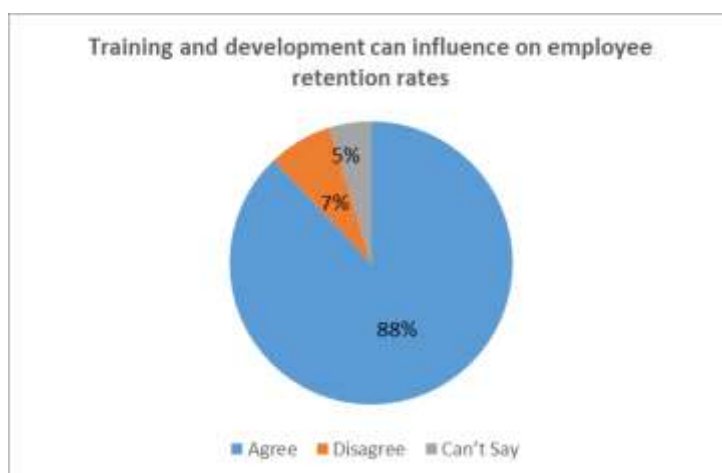


**Figure 2 Employee training programs also lead to improved motivation and engagement**

**Table 3 Training and development can influence on employee retention rates**

Particulars	Agree	Disagree	Can't Say	Total
Respondents	167	14	9	190
% age	88.0	7.0	5.0	100

Table 3 presents that with the statement **training and development can influence on employee retention rates**, it is found that 88.0% of the respondents agree with this statement.

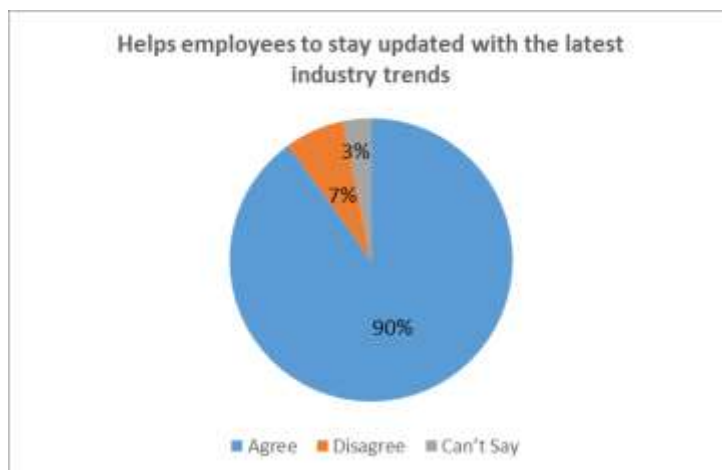


**Figure 3 Training and development can influence on employee retention rates**

**Table 4 Helps employees to stay updated with the latest industry trends**

Particulars	Agree	Disagree	Can't Say	Total
Respondents	171	13	6	190
% age	90.0	7.0	3.0	100

Table 4 presents that with the statement **helps employees to stay updated with the latest industry trends**, it is found that 90.0% of the respondents agree with this statement.

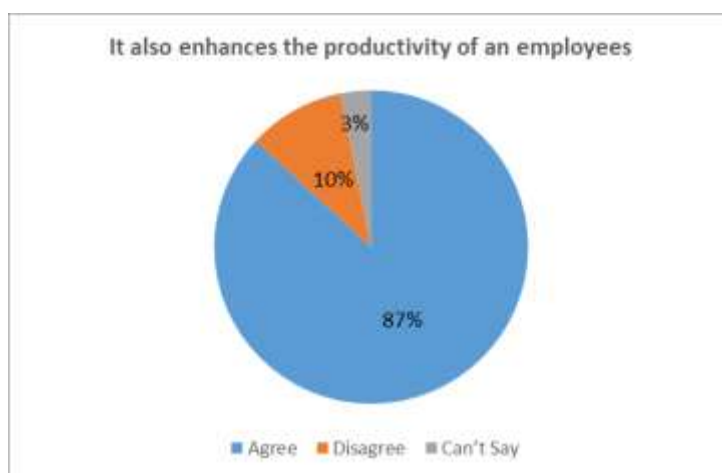


**Figure 4** Helps employees to stay updated with the latest industry trends

**Table 5** It also enhances the productivity of an employees

Particulars	Agree	Disagree	Can't Say	Total
Respondents	165	19	6	190
% age	87.0	10.0	3.0	100

Table 5 presents that with the statement **it also enhances the productivity of an employees**, it is found that 87.0% of the respondents agree with this statement. Considering all the responses of the statements, it was found that to a good percentage, the respondents have agreed which means that relationship between employee training and development is important for organisational performance.



**Figure 5** It also enhances the productivity of an employees

## Conclusion

The empirical investigation scrutinized the correlation amid employee edification and maturation and organizational proficiency. The research's discoveries suggest that there exists a notable affirmative linkage between employee training and development and organizational efficacy. This signifies that enterprises that allot capital to employee training and

development are inclined to undergo a heightened level of output. The enrichment of employee skills, knowledge, and aptitudes that occur due to employee training and development has the potential to trigger an upsurge in effectiveness, efficiency, and overall productivity. Consequently, it is highly recommended that enterprises accord top priority to employee training and development as an indispensable facet of their strategic management practices to boost organizational proficiency.

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