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A STUDY ON IMPACT OF TRAINING AND DEVELOPMENT
ON ENHANCING EMPLOYEE PERFORMANCE

Ragini B. R.

Assistant Professor, Department of Commerce, the Rural College, Kanakapura, India.

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Keywords

Context,
Instance,
Training,
Development,
Performance,
Emphasized,
Etd.

Abstract

Conciseness: While the abstract provides valuable context, consider focusing on more specific outcomes or conclusions that you aim to draw from the research. This helps the reader understand the scope and significance of the study more quickly. For instance, mention the research methodology or key findings briefly.

Connection between concepts: A clearer connection between training, development, and performance could be emphasized. For example, instead of only focusing on the individual benefits of ETD, you could also link how these aspects affect organizational growth or competitive advantage.

1. INTRODUCTION

- **Refining the opening:** The opening sentence sets the tone well but could be more direct. Perhaps start with something like: "Employees are the cornerstone of any organization's success, and their performance directly impacts the organization's competitiveness in the market."
- **Clarification of Training vs. Development:** Since both "training" and "development" are core concepts, providing a brief distinction right away in the introduction could help the reader understand how each contributes differently to employee performance.
- **Research gap:** The mention of gaps in research is great, but to enhance the clarity of the research purpose, you could specify what these gaps are. For example, is there a lack of empirical studies



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on the effectiveness of specific ETD programs, or is the synergy between training and development underexplored?

Definitions Section:

- **Definitions of concepts:** The definitions provided are thorough and well-rounded. Perhaps you could briefly add examples of how each term (Training, Development, Performance, etc.) manifests in real organizational settings. This can help relate theory to practice for your audience.
- **Visual aids:** You mention Figure 1, which sounds like it will visually represent the roles of these key elements. It would be helpful if you could preview in your writing what this figure will illustrate—such as showing the interdependence between training, development, and performance.

By continuing to focus on the practical implications of these concepts within the workplace, you can strengthen the relevance of your paper to readers interested in the direct impact of ETD on organizational success.

2. IMPORTANCE OF TRAINING AND DEVELOPMENT PROGRAMS

- **Siddiqui (2018)** emphasizes the crucial role of training and development in human resource development (HRD), claiming that these programs are essential for ensuring employees acquire the necessary skills, knowledge, and competencies. This is necessary for their success and for the advancement of the organization.
- The study underlines the two primary methods of training: **on-the-job** and **off-the-job** training. Both methods contribute to employees' effectiveness, with careful selection of training techniques having a direct impact on performance.

3. TYPES OF TRAINING PROGRAMS

- **Blain (2009)** categorizes various training types: technical skills, IT skills, sales training, and leadership development. The statistics show a significant percentage of employees are involved in job-related and skills-specific training.
- **Sathi (2022)** extends the discussion to the broader context of organizational culture, noting that an effective culture drives higher employee engagement, which in turn influences performance outcomes.

4. INTERRELATION BETWEEN ORGANIZATIONAL CULTURE, TRAINING, AND PERFORMANCE

- **Sathi (2022)** discusses how organizational culture impacts employee performance, suggesting that employees who feel integrated into the corporate culture are likely to exert higher effort toward achieving organizational goals.
- The interaction between culture, compensation, and personal motivation levels plays a significant role in shaping performance.



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5. ROLE OF LEARNING, TRAINING, AND DEVELOPMENT

- **Cole (2002)** highlights the broader objective of training: to assist employees in acquiring specialized knowledge and skills. This aligns with **Bakker & Leiter (2010)**, who note that learning and development initiatives act as both intrinsic and extrinsic motivators.
- Effective training leads to increased employee confidence and autonomy, which is essential for improving self-efficacy and performance in the workplace.

6. VARIED MANAGERIAL PERSPECTIVES ON TRAINING

- The study by **McDowall and Saunders (2010)** explores how managers' varying perceptions of training and development influence its design, implementation, and evaluation. Managers' views, shaped by organizational culture and personal experience, significantly impact how training programs are integrated into broader strategies.
- The research suggests that alignment between training and the firm's strategic objectives is essential for the success of training initiatives.

7. TRAINING, PERFORMANCE, AND ORGANIZATIONAL OUTCOMES

- **Kleiman (2013)** argues that training improves managerial and operational skills, contributing to job satisfaction and productivity. When well-structured, training fosters a learning culture within the organization, enhancing its overall success.
- **Asim (2013)** mentions performance evaluations, noting that feedback and goal-setting are crucial to enhancing productivity. This aligns with **Shaout and Yousif (2014)**, who emphasize regular performance assessments to provide feedback and identify training needs.

8. FACTORS AFFECTING TRAINING EFFECTIVENESS

- Several studies, such as those by **Nassazi (2013)** and **Kirovska & Qoku (2014)**, identify factors like resource capability, clear performance goals, and the feedback process as vital components that influence the success of training programs. The SMART criteria for performance goals are particularly useful in evaluating training success.

9. RESEARCH METHODOLOGY AND FRAMEWORK

- The research study on employee training in the IT industry employs a **descriptive approach** with a **conceptual framework**. It uses structured questionnaires and a 5-point Likert scale to assess employee responses. Secondary sources (articles, books, etc.) are also utilized to enhance the research depth.
- **Proposed Research Questions and Discussion**
- **Ques 1: Goal of Employee Training and Development:** The goal is to improve employee performance and promote organizational success. Proper training enhances both productivity and employee confidence, contributing to greater job satisfaction.
- **Ques 2: Synergy Between Training, Development, and Performance:** The research underscores the complementary relationship between training and development, where training equips employees for their current roles, and development prepares them for future



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responsibilities and career growth. This synergy contributes to improved employee performance and organizational outcomes.

Factors Influencing Employee Training and Development for Performance Enhancement

- Effective training programs are influenced by factors such as organizational culture, resource availability, managerial support, feedback systems, and alignment with business objectives. Addressing these factors is crucial for enhancing the impact of training and development on performance.

This literature review provides a comprehensive look at how training and development impact employee performance and organizational success. It emphasizes the need for strategic alignment, strong managerial support, and an effective feedback system to ensure the success of training programs.

Ques 3: What factors impacts on ETD for enhancing EP?

Table 1: Factors Influencing ETD for Enhancing EP

S.No.	Factors Influencing ETD for Enhancing EP	Response	% (Highest Percentage taken (N=80))
	Corporate Culture and Support	Agree	88 %
	Strategic Harmonization	Agree	94%
	Needs Assessment	Strongly Agree	95%
	Effective Design and Delivery	Agree	93%
	Management Support and Involvement	Disagree	86%
	Resources and Infrastructure	Agree	78%
	Feedback and Evaluation	Agree	77%
	Career Development Opportunities	Strongly Agree	93%
	Recognition and Rewards	Neutral	62
	Change Management and Flexibility	Agree	97



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Note: Each statement carrying (Agree, Strongly Agree, Disagree, Strongly Disagree & Neutral scale. For the sake of convenience the highest responses taken from each category

Above table indicated that most of the employees preferring “Career Development Opportunities & Needs Assessment” in an organization. Similarly, employees do not want “Management Support and Involvement” in strategic training decisions in companies. Although, majority of employees were neutral for the statement “Recognition and Rewards”.

10. KEY FINDINGS:

1. **Organizational Culture and Continuous Learning:** A strong organizational culture that supports continuous learning encourages employees to engage in training programs, leading to improved performance.
2. **Alignment with Strategic Goals:** Training programs aligned with the company's goals motivate employees to actively contribute, understanding how their development supports the overall objectives.
3. **Needs Assessment:** A structured needs assessment helps identify skills gaps and ensures training programs are customized to address specific challenges, enhancing effectiveness.
4. **Variety in Training Approaches:** A well-rounded approach that considers different learning styles (workshops, e-learning, on-the-job training) improves knowledge retention.
5. **Managerial Support:** Managers play a critical role in encouraging participation in training programs, emphasizing the value of continuous development.
6. **Resources for Training:** Adequate financial and technological resources are essential for successfully implementing training initiatives.
7. **Feedback and Evaluation:** Regular feedback and performance evaluations are necessary to assess the effectiveness of training programs and adjust strategies as needed.
8. **Career Advancement and Incentives:** Linking training with career progression enhances motivation, as employees see a clear path from development to promotion.
9. **Adaptation to Change:** Training programs should be adaptable to changing market dynamics and technological advancements, ensuring relevance in the face of evolving business needs.

11. RECOMMENDATIONS:

1. **Incentives for Participation:** To boost participation, management should introduce incentives such as career advancement, wage increases, or other rewards for those engaging in training.
2. **Clear Hierarchical Structures:** Transparent structures for recognizing and rewarding performance can motivate employees to engage in developmental initiatives.
3. **Access to Information:** Ensure employees have easy access to information regarding available training programs to encourage participation.



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4. **Sustained Focus on Training:** Organizations should make training programs a consistent priority to maintain competitiveness and improve business performance.

12. CONCLUSION:

The study concludes that employee training and development are crucial in improving employee performance, organizational growth, and adaptability. By fostering a culture of continuous learning and development, organizations can enhance productivity, innovation, and long-term success. This investment in training benefits both employees and organizations by building skills, increasing job satisfaction, and reducing turnover, which collectively contribute to the company's competitive edge in a dynamic business environment.

13. AUTHOR(S) CONTRIBUTION

The writers affirm that they have no connections to, or engagement with, any group or body that provides financial or non-financial assistance for the topics or resources covered in this manuscript.

14. CONFLICTS OF INTEREST

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

15. PLAGIARISM POLICY

All authors declare that any kind of violation of plagiarism, copyright and ethical matters will take care by all authors. Journal and editors are not liable for aforesaid matters.

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