



**International Research Journal of Human Resource and Social Sciences**

**ISSN(O): (2349-4085) ISSN(P): (2394-4218)**

**Impact Factor 6.924 Volume 10, Issue 01, January 2023**

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## **IMPACT OF TRAINING AND MOTIVATION ON EMPLOYEES**

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### **Abstract**

This research aim is to study the impact of training on performance of employees. There are various factors like training, motivation, technology, management, behaviour, working environment, where each factor contributes to overall employee performance. Highly contributing factors are those having relative importance given by employees. This study concludes that training contributes greatly to employee's performance in comparison with other factors like motivation, technology, management behaviour, working environment. There is positive relationship between the employee performance and training and motivation. This study also concludes that organization having good training plans for employees can enhance the performance of employees. All the organisation that wants to enhance the performance employee's performance should focus on training as it also motivates employees to achieve their higher performance levels. Training has become the buzz word in the dynamic competitive market environment. Human capital differentiates a great organization from a good one. Organizations investing in effective training and development for human, where each factor contributes to overall employee performance. Resource tend to achieve both short and long term benefits. This study presents a literature review on the significant of training and development on employee productivity. Employees tends to become absolute, and therefore making the need to

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adapt to the continuous learning and updating of the skill and knowledge invaluable, due to the organizational, technological and social dynamics. Thus, in order for organizations to achieve optimum returns from their investment, there is imperative need to effectively manage training and development programmes. However, the most vital asset of every organization under stiff and dynamic competition is its human capital. Training and development are instrument that aid human capital in exploring their dexterity. Therefore, training and development is vital to the productivity of organization's workforce.

Keywords: employee's performance, training, motivation

## **Introduction**

As organizations try to survive in the turbulent dynamic market, strong emphasis must be laid on human capital in order to be competitive and financially solvent. However, there are other factors that affect organizations' success; organizations must possess productive (i.e. effective and efficient) employees. In addition, organizations differentiating on the basis of human capital due to its intangible characteristics such knowledge, skills and motivation of workforce increasingly sees it as invaluable in order to remain sustainable in the market. Thus, organizations should have employees that have capability of adjusting to swift dynamic business environment. In an environment where there is high uncertainty tends to present organizations with high risk, the knowledge of business and market intelligence present organizations with a reliable competitive advantage over those that do not have such. Therefore, knowledge is turning to basic capital that triggers development. The success of organizations is however dependent on its knowledgeable, skilled as well as experienced workforce. Therefore, in order to maintain sustainability, organizations must see continuous employee training and development as invaluable. Training and development is very essential at all employee levels, due to the reason that skills erode and become obsolete over a period of time and has to be replenished.

We are living in a global village. The world is becoming smaller and our business is becoming larger as the result of globalization. In this regard the companies must be competitive to face the challenges of the globalization. The competitive advantages of the firm depend on the knowledge and skills possessed by the employees. Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance. There is significant positive relationship exists between employee training and development and the employee performance.

Current organizations are facing extensive competition, continuously changing technological and business environment. Globalization and ever-changing customer needs have added up more challenges on business organizations. In order to meet these challenges, the industries are seeking to reach its targeted profit level by ensuring proper training and development of employees. Employees are most precious asset for any company as they can build up or destroy reputation of company and they can affect profitability. Training is more present-day oriented that focus on individuals' current jobs, specific skills and abilities to immediately perform their jobs while development enhances behaviors, attitudes and improves employee performance in an organization. It is the process of increasing the knowledge and skills of an employee, for doing a particular job. Training is of much significance in achieving the objectives of the organization by keeping in view the interest of employees and organization. Development is a long-term education process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. Training and development prove to be a parameter for enhancing the ability of the workforce for achieving the organizational objectives. Training is seen as a useful means of coping with changes fostered by technological innovation; market competition, organizational structuring and most importantly it plays a key role to enhance employee performance. Thus, the objective of this study is to show the impact of training and development on employees' performance.

Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance.

The existing organizations should deal with training necessitates linked up with altering and growing internationalization of industry, diverse national point of view and a varied workforce. Training is of much significance in achieving the objectives of the organization by keeping in view the interest of employees and organization. Training includes but not limited to software training, management training whereas development focuses primarily on the activities that improve employee skills for future endeavors. Firms are now facing new changes due to the rapid pace of technological and global development. Technological advancements have brought about the need of competencies and capabilities needed to perform a specific task. In order to manage these challenges, more enhanced and efficient training programs are needed by all corporations.

## **Literature Review**

Training and development is essential for all organizations to achieve their objectives. Many researches have been done in this area for understanding the importance of training and development. The study found that training and development had positively correlated and claimed statistically significant relationship with employee performance and effectiveness.

There have been many studies conducted on this subject. HRM activities are considered as a gift in the eyes of employees and training is one of them. Without the training the organization cannot achieve the organization's strategic goals, mission, and effectiveness. On the other hand, cursed and analyzed that employee training & development is one of the essential parts of human resources management with the identification of organizational need, technique and procedure at different industrial perspectives.

## **Employee Development**

Employees are always regarded with development in career-enhancing skills which leads to employee motivation and retention. There is no doubt that a well-trained and developed staff will be a valuable asset to the company and thereby will increase the chances of their efficiency and effectiveness in discharging their duties. On the other hand development means those learning opportunities designed to help employees to grow. Development is not primarily skills oriented. Instead it provides the general knowledge and attitudes, which will be helpful to employers in higher positions. Development programs are regarded as specific framework for helping employees to develop their personal and professional skills, knowledge, attitudes, behavior and consequently improve their abilities to perform specific task in the organization. It provides knowledge about business environment, management principles and techniques, human relations, specific industry analysis and the like is useful for better management of company. Manpower development focused on turning out human resource that is needed for effective performance in the organization. Moreover it is said that it is updating system of new techniques or skills associated with the performance of their jobs.

According to manpower development methods includes under study, job rotation, self-development and self-assessment. Despite, it has also suggested that if the training and development function is to be effective in the future and yields all expected returns, it will need to move beyond its concern with techniques and traditional roles. On the other hand, development focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges. On the other hand Employee Training and Development strikes a balance between research and real company practices which provide background in the fundamentals of training and development such as needs assessment transfer of training, learning environment design, methods, and evaluation.

Basically employee development includes training, education, and career development. It also includes exchange of knowledge and experience.

### **Objective of the study**

The study investigated the impact of training and development on employee performance. This research work looks at training and development as an HRM practices and its effect on employee performance in the organization. Definitely, the aim of the study is to find out:

The factors affecting training and development of employee performance:

The impact of training and development on organizational productivity

The impact of training on employee satisfaction

The need of employee training in organisation

### **Methodology of Study:**

#### **Sample and data collection:**

10 questionnaires were distributed among the different employees in the organization. The response rate was agreeable. Convenience sampling technique was used for this study. The data was gathered by using self-administered questionnaire and the participation was voluntary.

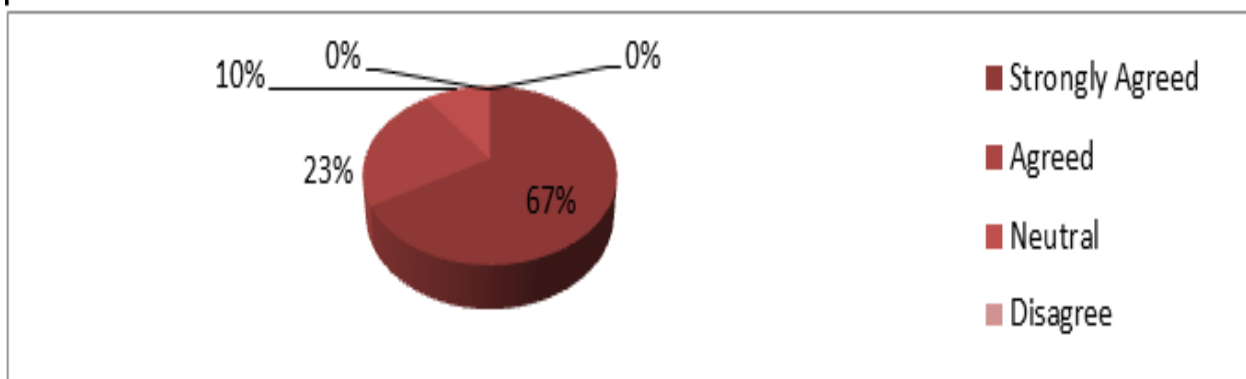
#### **Measures and Scales**

Two variables were used in this study i.e. Training and development, employee performance and job satisfaction. Equally 10 questions of training and development and employee performance were used. Job satisfaction had 2 questions which were adopted from the study of All variables were measured using a 5-point liker scale in which 5 represented strongly agree to 1 which is strongly disagreeing.

#### **Analysis and Results:**

The main purpose of this study is to evaluate the impact of training and development on employee performance in the organization. Here data have been gathered on the sampled respondents on the impact of training and development on employees' performance, motivation, job satisfaction of the organization. The findings of this research study and the subsequent evaluation carried out on the responses reflect the key areas of training and development and its challenges on employee performance, motivation, retention and morale. Findings from Employees a total number of thirty (30) employees were selected to provide answers to the structured questionnaire. Analysis of survey data is given bellow-

Figure 1: Do you think your organization's provided trainings are enough for you to achieve your performance objectives?



From this chart it can be said that, 67 percent employees are strongly believed that they can improve their performance after getting training where 23 percent are agreed with this training content and 10 percent are remain neutral to vote for the training provided by the organization.

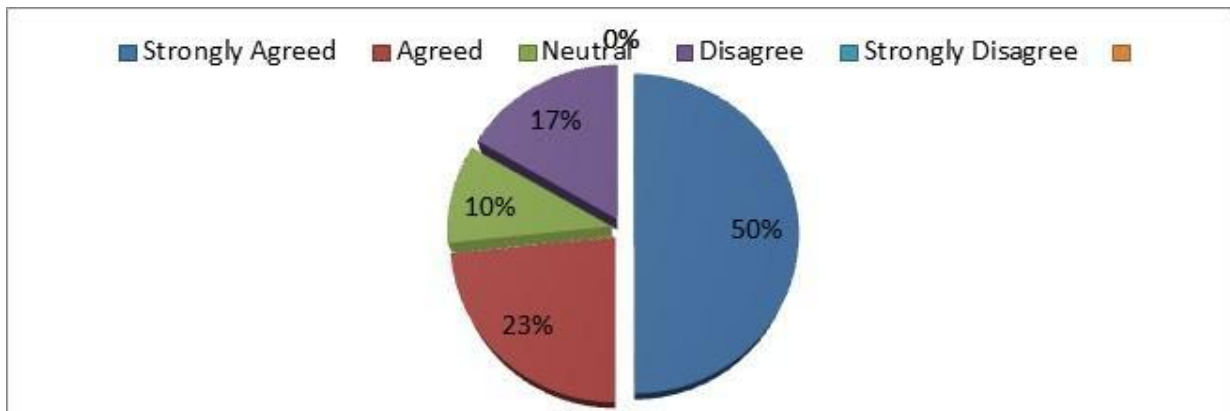


Figure 2: Do you think the training and development program

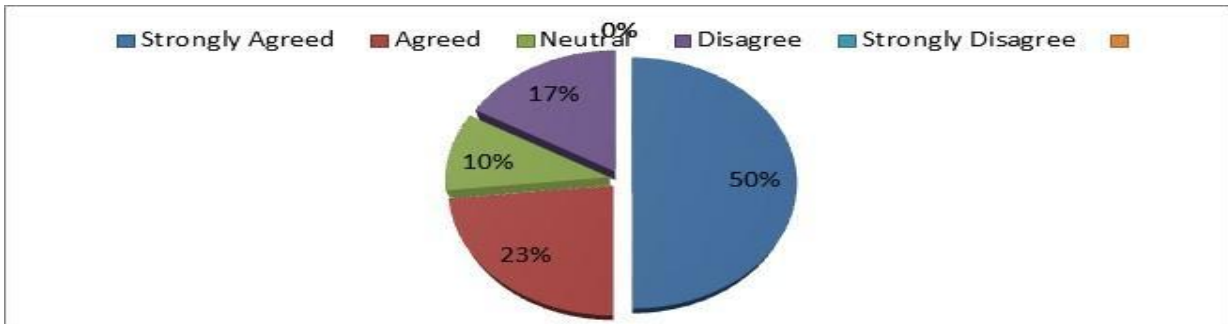


Figure 2: Do you think the training and development program has positive impact to develop organization?

Source: Questionnaire Survey

This chart is telling that 50 percent employees are strongly agreed with this statement. 17 percent are disagreed with this content. On the other hand 23 percent are agreed with this statement, but 10 percent are not expressing their opinion.

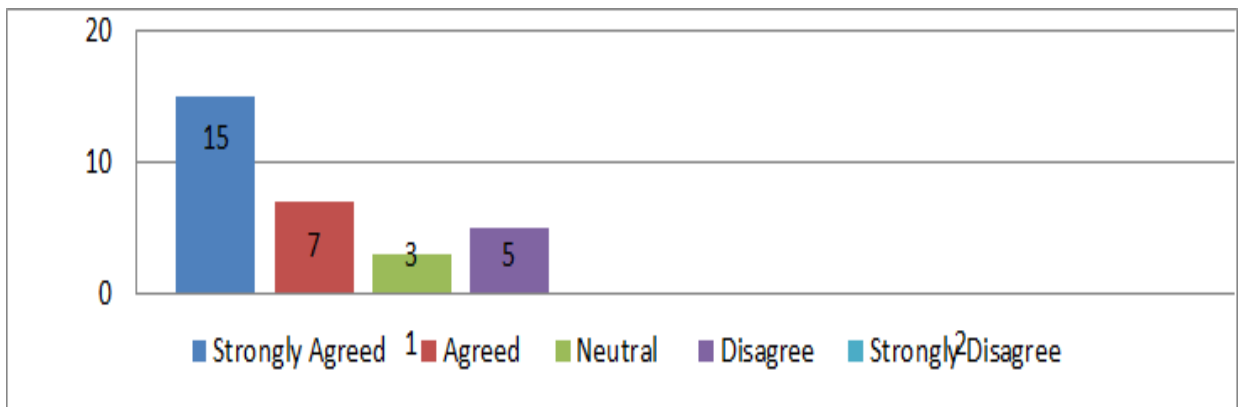


Figure 3: Do you think the training improves your skills, knowledge, and attitude?

Source: Questionnaire Survey

From this chart it is clear that among 30 respondents 15 respondents are strongly agreed with the statement while 7 respondents are just agreed but 5 respondents are not agree with this. On the other hand

3 respondents are remaining neutral. So it can be said that training has high influential impact on employee performance.

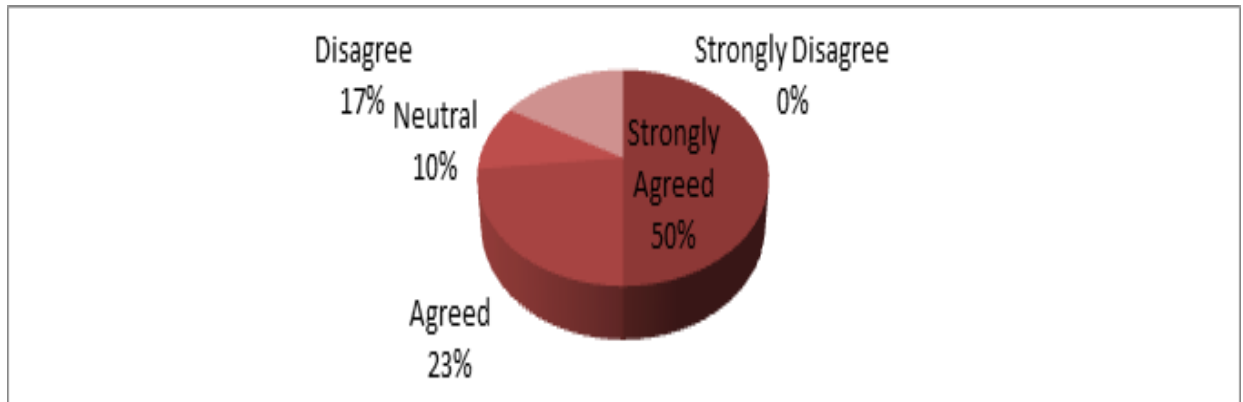


Figure 4: Does the training lead you to be satisfied with your job?

Source: Questionnaire Survey

From the above figure it is said that 50 percent employees are strongly agree with this training content, 23 percent are agreed with this statement. On the other hand 17 percent employees are disagree with the content and 10 percent are neutral with this content. Though majority is supporting the content, here the organization should change the training content in such ways where employees feel interest to attend the training for better performance.

From the analysis, 66.7 % of the employees beliefs that training program is compulsory for better performance and 33.33% employees are not agree with this statement.

### Discussion and findings of the study

Training is one of the most potential motivators which can lead to many possible benefits for both individuals and the organization that helps to achieve objectives of the organization. This study examined the impact of training and development on employees' performance. To achieve these objectives a sample of 10 respondents were selected. The study revealed some findings like average employee strongly belief that training improves skills, knowledge, and abilities and it helps to create their job satisfaction of employees. Basically, better productivity depends on proper training to the employees. Training and development must be designed and delivered to meet the needs of all employees in such a way that the employees will not be only productive but also be satisfied. Training and development has a positive impact on the employees to carry out



their work more effectively, increasing their interpersonal and technical abilities, team work, job confidence and work motivation.

Training in organizations holds the key to unlock the potential growth and development opportunities to achieve a competitive edge. Organizations train and develop their workforce to the fullest in order to enhance their productivity. Thus, knowledge, skill and abilities are determinants of employees' performance which organizations need to continuously invest in wisely in order to improve their employees' productivity. As supported by organizations spend an enormous amount of money and time on training in order to aid employee's learning of job-related competencies. Thus it is important to fully provide the results from training efforts.

## **RECOMMENDATION**

Many organizations have come to the realization of the importance of the role of training and development programs as it increases the organizations staff efficiency, skills and productivity. In order to achieve the benefits of training initiative. The research shows that there is strong impact of training and development on employee performance. All Employees of the organizations find their training and development beneficial for their performance. Employers should be provided with more training programs in order to reduce the cost of recruiting and training new staff members. On the other hand the provision of feedback to employees after training is recommended in order for employees to become aware of areas where they can improve their performance.

### **Employee Training and Employee Productivity**

Training has been invaluable in increasing productivity of organizations. It does not only enhance employees resourcefully, but also provides them with an opportunity to virtually learn their jobs and perform more competently. Hence, increasing not only employee's productivity but also organizations' productivity. Various researches indicate the positive impact of training on employees' productivity. Training as a process is one of the most pervasive methods to enhance the productivity of individuals and communicating organizational goals to also supported that investing in training employees on decision making, teamwork, problem-solving and interpersonal relations has beneficial impact on the organizations' level of growth, as well as impacting on employees' performance. Training affects employees' behaviour and their working skills which results into employees enhanced performance as well as constructive changes Training is most effective way of motivating and retaining high quality in human resources within an organization training is an instrument that fundamentally affects the successful accomplishment of organizations' goals and objectives. However, the optimum goal of every organization is to generate high revenue and maximize profit and a vital tool to realize this is an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided for such and therefore leading to productivity.

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## **Employee Development and Employee Productivity**

Development programs worth investing so much into, as most successful organizations consider the progress of workforce and therefore invest in their training. This results to increase in skill and competence that improve morale and productivity. Development seems to reduce the turnover rate of employees. Thus advancement opportunities do not only reduce absenteeism, but it increases employee's commitment and satisfaction that helps reduce turnover.

## **Conclusion**

Training and development ultimately upgrade not only the productivity of employees but also of the organization. It has rightly been said, employee development is the key to organizational sustainable development. Organizations must have employees who are able to quickly adapt to an ever-changing world market. Companies need to invest in on-going employee training and development in order to both keep employees and be successful. The 21st century will be favourable to those organizations, which are able to learn faster and adapt to changes than their competitors. Training enhances employees' initiative and quality of work, thereby assisting them to be more committed to achieving the organizational goals and objectives and in turn enhancing employees' effectiveness within the organization.

Summarily, training and development impacting on employee productivity has not only improve the wellbeing of organizations, but also aid the prosperity of most countries that has put into consideration the design and delivery of training and development of workforce at national level. As the national policies aim to improve nation's human capital, this optimally in turn results to the economic growth of the nation. However, it is recommended for management of organizations to give training and development of employees a priority in order to get the best out workforce as well as improving the organization's productivity. Further research studies is also recommended on the training and development of employees in order to have a broader understanding of its valuable impacts.

Training and Development is an important aspect of human resource management. It is important for organization to get skilled and capable employees for better performance, and employees will be than competent when they have the knowledge and skill of doing the task. Training and Development would provide opportunities to the employees to make a better career life and get better position in organization. Therefore, the purpose of this study is to analyze the impact of training and development on employee performance. HR Department is continuously hiring skilled people from wide market and thus provides trainings to cope with global challenges. Through various HR activities and training programs they retain talents in the organization, ensure career path for performers to perform more efficiently and effectively to contribute more and more.

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