

# A Contemporary View on Employee Training and Development that Plays a Strategic Role in Organisational Performance at a Service-Based Firm

Dr. K. Sankar Ganesh

Associate Dean / Professor - Management,  
Sharda University, Uzbekistan

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## Abstract

*The employee training and development on the organizational effectiveness is investigated. The study establishes the association among training and development and organizational efficiency to highlight the advantages of training and development at service based firm; and to measure the effect of training and development in organizational efficiency. The data is collected by a structured questionnaire was distributed to the employees in the service based firm and the sample size (N= 100) is collected. The research concluded that increasing job satisfaction and reducing the turnover of employees benefit training and development. The study's result may be helpful in implementing successful workforce development programs that foster cherished ideals of the company. Due to time constraint it was not possible to interact with employees in detail. The answers given by the respondents may be biased due to the disinterest on their part.*

**Keywords:** Employee Training and Development, Organizational Effectiveness, Organizational Performance, Organizational Sustainability, Etc.,

## 1. Introduction

Preparing is the primary territory of human asset the board; it is the quickest developing classification of human asset exercises. Preparing, which is all included to as an eating routine and exercise to enhance physical, psychological and aptitudes of the labourers or employees, help companies with building up a basic instrument aimed at the worker to support his performance. Training and Development of personnel

is the most critical part of enterprise. It is an axis in which sustainability of the company is performed. The training process is one of the most common strategies of increasing employee performance and communicating organizational goals with workers.

One of the foundation of all the capital and essential methods of transforming different asset into utilization and advantage of man. Building and operate HR abilities is serious and determining the amount we used to succeed as an enterprise. Preparing both Physical, social, intellectual and mental learning is viable in advancing the degree of profitability as well as the headway of workers in any association (**Sundaray, 2011**).

For run both large and small organisations, they need to be staffed with competent staff. For a place in a particular organization, the formal education program doesn't properly teach specific job skills. Few employees are required to work with the expertise, information, abilities and competencies required to work. As the outcome, many require large training to obtain the required to make a significant growth of the organization.

There is an affirmative link between training, development, and organizational performance. Rising job fulfilment and rising staff turnover were benefits for training and development. Personal and collaborative activities are the impact of training and development on organizational performance (**Song et al., 2009**). Maximizing the contribution of workers to the aims and the priorities of the businesses to withstand economic growth and productivity.

Training is therefore an important element in improving organizational efficiency; it upsurges the level of individual versus organizational skills. It supports bridge the gap between what's going to happen and what's going on - about desired goals or aspirations and actual work performance levels.

Training plans are targeted at continuing and improving present job quality, though growth is aimed at improving capabilities for future jobs. In the face of technological progress, certain workers have become obsolete with the introduction of computers in the modern day. More training and expertise is required for those in current positions and those who want to be advanced in the future (Laing, 2009).

The purpose is to observe the effect of training and development in the organization. Education is a very commonly used word, usually 'fits' to the instructor or the organisation, it should be about the creation of the whole individual—not just the acquisition of knowledge, the conventional definition of education at work. While practical, organizational views and perceptions about what 'learning' does not shift immediately, and most organisations perceive 'Education' as being restricted to work skills, however, progressive attitudes to people's advancement beyond and conventional skills training. The objectivity in training and development and its constant learning cycle have always been the driving force of an institution and has now become more of an overriding phenomenon for social needs, arguing that organisations will in still a philosophy of learning as a social accountability.

## 2. Literature Review

Impact of learning on the performance of workers in the company. This research indicates that learning is an important role in improving the performance of workers. Here researcher directly focuses towards the role training play in enhancing employee performance as this will expand the scope of the existing body of knowledge. Training helps employees to keep on getting new knowledge a well-trained employee play his job effectively than others (Abdullateef and Baharom, 2019). The integrative analysis study it

absolutely was initiate that overall banking sector is prosperous everywhere around the globe and it's burgeoning in Asia isn't any exception. Improved equity funding, reduced proceedings expenses and increasing revenues are the most reasons for the expansion. Human resource management helps to advance the potential of banks in these nations, in specific training and learning programs that help workers to relinquish their best to organisations and acquire the newest strategies to tackle new market problems (Anjum and Ali, 2018).

In the stage of rapidly altering occupational environments as well as in the world of work, real employee training practices and their growth are the important to achieving the best performance of employees in different industrial sectors. The present research undertaken as predictors of employee performance (EP) to explore worker training (ET) associations, employee development (ED). The study was conducted using an exploratory research design and deductive method and an examination was used to gather primary data (Akter, 2016).

The disciplined screening method resulted in a very final sample of 117 papers published in thirty-one journals from 1995 to 2014. The mixture of the empiric and theoretical studies unconcealed that: (a) the literature uses a small variety of theoretical and abstract viewpoints; (b) the human resource development is being studied across the board. Effectiveness of organisation training using meta-study. This offers 34 ranges for management training. This clarifies that we have heard about managerial staff, the quality of one or more training programs and the comparison group. Characteristics of the study, such as sample size and test reliability, were collected and coded to correct reported results for artifacts such as sampling error and attenuation. An effort was also made to include all relevant information applicable to management training studies (Burke and Day, 2015).

The result of the objective direction on training incentive and results is measured observed evidence favours that the state goal alignment is a three-dimensional concept and forecasts motivation for

training outcomes. The training programs in administrations of knowledge and less explored' non-learning 'outcomes. Learning inspiration often mediates the interaction between target alignment and both results. The consequences of these new understandings for researchers then clinicians were explored (**Rasool, Bashir and Nasir, 2015**).

Training and development on organizational effectiveness shows the association between training and development in the field of organizational efficiency and administration. When using the questionnaire method, the data is collected and the sample size is 66. If a positive association occurs between learning and employee performance, this decreases the retention of workers and provides benefits to the company. The organization must manage training programs more effectively in order to achieve the organizational objectives and personal objectives of the employees. In order to benefit from learning in order to gain a competitive benefit, the company would generally perceive education as a means of creating intelligent capital (**Obi and Ekwe, 2014**).

The entrepreneurial mindsets and skills may be learned has given rise to the sector of entrepreneurship education and coaching. While programs serving active entrepreneurs specialize in strengthening entrepreneurs' data, skills and business practices, that whereas unlikely to remodel AN enterprise within the close to term, might accrue edges to entrepreneurs over time. The study conjointly offers implications for policy and program implementation, accenting the importance of clarity regarding target teams and desired outcomes once creating program decisions, and sound understanding of extent to that publicly-supported programs provide a broader public sensible, and compare favorably to policy alternatives for supporting the targeted people furthermore because the overall economic and social objectives (**Valerio, Parton and Robb, 2014**). The employee Training and employee productivity. According to his study Training and growth program upgrade individual abilities and it increase wellbeing of the organization.

Thus organization needs to invest on training of employees on continuous basis to improve the technical ability of employees. There he argued that education is seen as a methodical approach to learning and growth that strengthens people, groups and organizations (**Nda and Fard, 2013**).

Employee productivity depends on numerous factors, such as motivational training promotions, and development, etc. Through taking part in educating and improvement, one can enhance one's ability and knowledge relevant to the required work to be done in one's organisation. Training provide a chance to improve their skills which helps them to achieve great in their career by providing quality information's related to their tasks. The outcome of the training is always be positive to both employee and organization (**Kenny, 2019**).

Learning and development shall function in such a manner as to allow workers to decide whether training and development activities are successful and produce the desired outcomes. Education assessment should be a standard process due to the fact that trainees were seasonal classes. They participate in the training platform to obtain precise services and come back to work in order to relate them. New information and skills are important become necessary over time; they return to the training programme. The quality of any training program is measured not only by the efficient development of essential information, but also by the ability to effectively translate the expertise to the performance context (**Rama and Shaik 2012**). Compare the quality of workers who engage in the training program and hear about the shift in the mind-set of employees by contrasting pre-training and post-training results (**Chimote, 2010**).

The Training professionals and other HR practitioners who are responsible for development of people at their work place. The book unfolds the subject of Training & Development systematically, starting with concepts, rationale for capacity building and competency building of people in the organization. Training Need Assessment, the starting point of all trainings. Numerous models and methods were provided, such

as learning requirements questionnaire, skill assessment, performance analysis, job analysis, input and management decisions (Thomas, 2008). Education goals have three key aspects, including strengthening working relationships, resolving knowledge differences and developing skills. SOEs have a tendency to emphasize additional on skill growth, whereas non-SOEs prioritize both improving working relationships and developing abilities. Associating the standards of learning and the expected accomplishment of training goals, the difference is seen to be low across all categories of companies, and the efficiency of training is seen to be comparable. The estimation of the production function shows that there is a positive relationship amid training expenditure and enterprise output (Ng and Siu, 2004).

Factors affecting the transition of learning. Pertinent academic work on transition through leadership, education, adult learning, performance improvement, Human Resource Development (HRD), and psychology literature is incorporated into the study. They synthesize information creation on the main factors that affect learner traits, program structure and execution, and work environment influences (Burke and Hutchins, 2004). Training effectiveness research used to be reviewed to construct a built in model of coaching comparison and effectiveness. Training variables associated with post training attitudes have been pre training self- efficiency experience learning and investigation (Alvarez, Salas and Garofano, 2004). Corporate training and growth strategies and activities in India and the UK. In this research researcher collect data from both Indians and British companies. The total sample size is 246 in that 252 are Indian and 174 British companies. The method used by the questionnaires to collect the questionnaire data is sent to the samples (Yadapadithaya and Stewart, 2003).

The value of training and development methods used in an enterprise. Based on a survey of 425 sample size, awareness of the organization's opinion of development and training was used. The optimistic association between training and

development practice variables (Chand and Ambardar, 2010). Throughout modern situations, workplace learning is widely viewed as a means of competitive advantage. The findings of the qualitative review showed that, though some workers are not conscious of and are not contributing in training platforms, the mainly employees confirmed that they are conscious of and are involved in numerous training platforms. The findings of the association study showed that there is a moderately strong connection amid employee training and organizational success (Quartey, 2012).

The relationship between training opportunities and together work presentation and citizenship attitudes were entirely mediated in the cross sectional study, and that the association between perceived training opportunities and retention expectations were partly mediated by worker encouragement. Percent of the variability in the intent of turnover. Implications for training for future research were discussed. Variance of 13 percent in organizational citizenship activity and Variance of 24 percent in mission results, 19 per factor included as predictors in our analysis (Dysvik and Kuvaas, 2008).

Experimental research approach comprises of Comparison of two related samples, data on cognitive abilities before and afterward training of the experimental group, the comparison of two self-determining samples of cognitive abilities data subsequently after training of the experimental group with the control group, analysis of data (Widodo, Rahman and Prihatin, 2015).

Global competition and rapid change reinforce the reputation of human resources within organisations, as well as the pace and methods for gaining knowledge of that resource. Modern companies then utilize their capital for the continuous learning and development of their employees. Establishments that are constantly developing new know-how, expanding it across the whole organization and quickly applying it within new skills, developing good products and providing excellent services (Vemic, 2007).

The capacity for people and establishments to learn and develop new understanding has become a vital relative advantage. The idea of knowledge of people in the organisation, in particular the purpose of employee training and development within the learning organization, is concerned with the basic reserve of modern business, i.e. knowledge and its use. Reintroducing information is a must for establishments, not an option. The speed of education must be higher than the rate of transition. The prosperity of organizations is made explicit by the intellectual capacity of their employees and their skill to change and adapt to the active business environment (**Panneerselvam, 2018**).

Informal knowledge is considered to be the prevailing ability development technique for the majority of workforces in India and numerous other carefully emerging countries, and there is a great deal to learn from studying the strengths and weaknesses of this method of training. A case-by-case research learning was conducted in north part of India to explore these strengths and weaknesses, as well as to recognize factors and triggers that might be of interest to those seeking to comprehend the informal learning procedure (**Barber, 2004**).

The reputation of training as an instrument to assist establishments grow competitive advantages based on their human resources. Nevertheless, spending by businesses in learning programs is still very small. There is also a lack of academic research to study this problem, particularly at the methodological level. This report analyses the impact of learning on quality. Our results show some evidence of a significant association between training and performance (**Sánchez, Aragón, and Sanz, 2003**). The association between employee satisfaction and the desire to stay. Likewise, recent research in the arena of human resources centered on the result of human resource policies on different organizational results. In this report, the researchers discuss the partnership between training and development as well as employee satisfaction, commitment and desire to live throughout four accommodation assets. Results specify that workers

who believe they have the chance to progress new skills are more pleased with their work, more committed and more likely to remain with the company (**Costen and Salazar, 2011**).

The effect of development on staff performance and efficiency at the organization. Training and development were positively associated and demanded to have a statistically significant association with employee performance and efficiency (**Asfaw, Argaw and Bayissa, 2015**). The correlation between the unique development and assessment elements and the success of learning in organisations. Focus specifically on those characteristics that professionals and scientists have a fair degree of control over. We then address our use of meta-analytical methods to measure the effect of each function and end with a review of the consequences (**Arthur et al., 2003**). The issues of innovation and creativity and the links between these two issues. Four dimensions were considered, individual characteristics, institutional systems, teaching practices, training methods and learning material (**Birdi, 2005**).

### 3. Objective of the study

To find the impact of employee training and development on organizational development among the service based firms

### 4. Methodology

Organizational performance and Training and development is measured using a closed-ended questionnaire as the research instrument. Sampling technique means the method or measures employed by the researcher to choose the sample out of the entire population. The sample size is 100 respondents out of 151 employees in the service firm. SPSS ver.22 was used to perform the analysis. Regression was performed to find the impact of training and development on the organizational development and performance. It is also specific as it focuses on particular aspects or dimensions of the project being undertaken.

In order to test the objective the questionnaire is given to all the employees (n=151) in the service firm only 100 employees returned the filled in questionnaire.

The predictor variable of the research is training and development and the dependent variable is the organizational development. Inferences based on imagination or guess work cannot provide correct answer to the questions. For the purpose of analysing the data obtained from questionnaires. Assumption have been made on the inference and analysis drawn. The questionnaire collected information on the following: Form of training programs that the organisation focuses to develop individual or managerial skills and process skills; Knowledge acquisition mechanisms in place for the exchange of expertise in the reacting organization; Improvements that occurred in the organization.

**5. Results and Findings**

**Table 1: Model Summary of Training on Organizational Performance**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.794 <sup>a</sup>	.630	.583	.18940	.630	13.453	11	87	.000	1.978

a. Predictors: (Constant), TD12, TD4, TD9, TD7, TD8, TD1, TD5, TD11, TD3, TD6, TD2;

b. Dependent Variable: Organizational Performance

The Table 1 represents the regression results of the training of employees on organizational performance the coefficient of determination is 63 percent and the value is significant and less than 0.05 percent.

**Table 2: ANOVA of Training & development on Organizational Performance**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	5.308	11	.483	13.453	.000 <sup>b</sup>
	Residual	3.121	87	.036		
	Total	8.429	98			

a. Dependent Variable: Organizational Performance; b. Predictors: (Constant), TD12, TD4, TD9, TD7, TD8, TD1, TD5, TD11, TD3, TD6, TD2; Training and development

The above Table 2 represents the Anova of employees training and development on organizational performance the F value is 13.45 and the significance value is less than 0.05 percent. The training and development of the employees has an effect on the organizational performance the efficiency of the employees and also the skills of the employees is increased.

The table 3 represents the coefficient of employees training and development on organizational development the significant factors of training and development TD 2 (0.016), TD11 (0.000), and TD12 (0.000). Training and development increases the efficiency of the employees, and in improving the skills.

The overall goal of this investigation was to evaluate the effect of training and development on the performance and efficiency of employees. In the last eight months, most of the respondents had completed practice. Every year, almost every worker had the chance to attend up to at least 2 training programmes. The key result of this research demonstrations a positive correlation between training and development on the outcomes of the quality and productivity of the worker. Evaluation or recognition of ability deficiencies was identified as rarely performed behaviour with respect to training needs. This could be because most of the reform activities in the civil service are derived from high-level decision-making.

**Table 3: Coefficients of employee Training and Organizational performance**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.981	.154		6.365	.000
Training1	.010	.022	.042	.471	.639
Training2	-.071	.029	-.211	-2.464	.016
Training3	-.006	.025	-.018	-.254	.800
Training4	.025	.015	.123	1.753	.083
Training5	-.001	.027	-.001	-.019	.985
Training6	-.010	.014	-.051	-.710	.479
Training7	.000	.018	-.001	-.010	.992
Training8	.108	.038	.190	2.812	.006
Training9	.005	.012	.029	.408	.684
Training10	.224	.029	.539	7.700	.000
Training11	.213	.022	.670	9.890	.000

a. Dependent Variable: Organizational Performance; TD: Training & Development

Training programs are targeted at sustaining and improving current job quality while growth is meant at improving capabilities for future jobs. With the introduction of computers in the modern days, some workers are obsolete given the advances in technology. For those in current positions and those who want to be advanced in the future, further training and expertise are essential. The issue statement contained various factors such as understanding the workers 'training and development facilities and also recognizing the company's best attempts to improvise the results. Classified, tabulated, and calculated for the purpose of analysing the data obtained from questionnaires. The method of measuring percentages was used to obtain a better view of the results. The research collection was built on the basis of the inferences taken. Analysis and recommendations were made on the drawing of inference and examination.

## 6. Conclusion

It is a certain element that effective training is an asset among the professionals in an organization, it creates instant and long range revenues. The asset is not

adequate for administrations necessity to accomplish developmental programs more efficiently in order to get the highest revenues since their investment. The goal of each development and training program remains worth to individuals in the organization. The program of training and development that will not add value should be abandoned. The theme of workforce training and development is observed with happiness and indifference, and there is this confusion of workforce training target because it is realised as a tool or method of staff recruitment slightly than as a tool for employee development, quality improvement and retention from a holistic perspective. Training facilitation approaches were most often staff education (demonstration) and re-demonstration by employees. The facilitation model of training has a successful outcome that has been demonstrated in the productivity of workers and the efficacy of organizations. Finally, the investigation results shows that training and growth programs have good results and outcomes for the organizational development. However, it needs to enhance the structured recognition of employees' need for learning and

capacity deficit, track and assess using realistic metrics or standards as the plan helps optimize the effectiveness of the administration office's education and growth activities.

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