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## **ROLE OF TRAINING AND DEVELOPMENT IN EMPLOYEE PERFORMANCE**

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### **ABSTRACT**

Training and development have become essential functions of human resource management in modern organizations. In a highly competitive business environment, organizations must continuously improve the skills, knowledge, and competencies of employees to achieve organizational goals and maintain productivity. The present study titled **“Role of Training and Development in Employee Performance”** aims to examine the impact of training and development programs on employee performance and organizational effectiveness.

The study focuses on various aspects such as skill enhancement, job knowledge, productivity improvement, employee motivation, work efficiency, and career development opportunities. Primary data is collected through structured questionnaires administered to employees from different organizations. Descriptive research design has been adopted, and the collected data is analyzed using percentage analysis, tables, and graphical representations.

The findings reveal that effective training and development programs significantly improve employee performance, increase job satisfaction, enhance confidence levels, and contribute to organizational productivity. Employees who receive regular training demonstrate better problem-solving abilities, improved communication skills, and higher efficiency in performing job responsibilities. The study concludes that organizations should invest continuously in employee training and development initiatives to enhance workforce capabilities and achieve long-term business success.

**KEYWORDS:** Training and Development, Employee Performance, Human Resource Management, Skill Development, Employee Productivity, Job Satisfaction, Organizational Effectiveness, Workforce Development.

## INTRODUCTION

Human resources are considered one of the most valuable assets of an organization. The success and growth of any organization largely depend upon the skills, knowledge, capabilities, and performance of its employees. In today's dynamic business environment, rapid technological advancements, globalization, changing customer expectations, and increased market competition have made continuous learning and employee development essential for organizational success.

Training and development are important human resource management practices that help employees acquire the knowledge, skills, and abilities required to perform their jobs effectively. Training focuses on improving employees' current job performance by enhancing specific skills and competencies, whereas development emphasizes long-term career growth and professional advancement.

Organizations invest substantial resources in training and development programs because well-trained employees perform tasks more efficiently, make fewer errors, adapt quickly to changes, and contribute positively to organizational goals. Effective training programs not only improve employee productivity but also increase motivation, job satisfaction, employee engagement, and organizational commitment.

Employee performance refers to the effectiveness with which employees perform their assigned duties and responsibilities. High employee performance leads to improved productivity, better customer satisfaction, increased profitability, and overall organizational success. Training and development initiatives play a crucial role in enhancing employee performance by providing opportunities for continuous learning and skill enhancement.

In recent years, organizations across different sectors have recognized the strategic importance of employee training and development. Companies are increasingly adopting various training methods such as on-the-job training, workshops, seminars, coaching, mentoring, e-learning, and leadership development programs to improve employee competencies and organizational effectiveness. Therefore, understanding the relationship between training and development and employee performance is essential for organizations seeking sustainable growth and competitive advantage. The present study aims to examine

how training and development programs influence employee performance and identify the benefits of employee development initiatives in modern organizations.

## **Literature Review**

A literature review provides an understanding of previous studies conducted on the relationship between training and development and employee performance. Various researchers have highlighted the importance of employee development programs in improving organizational effectiveness.

According to **Aguinis and Kraiger (2009)**, training and development positively influence employee performance, job satisfaction, and organizational productivity. Their study emphasized that employee learning contributes significantly to organizational success and competitive advantage.

**Elnaga and Imran (2013)** examined the impact of training on employee performance and found that training enhances employees' knowledge, skills, abilities, and competencies, resulting in improved job performance and organizational productivity.

**Khan et al. (2011)** investigated the relationship between training and employee performance and concluded that effective training programs improve employee efficiency, motivation, and overall work quality. The study highlighted training as a strategic tool for organizational development.

**Jehanzeb and Bashir (2013)** stated that employee training and development increase employee commitment, reduce turnover intentions, and improve job satisfaction. Organizations that invest in employee learning create a more productive and engaged workforce.

According to **Noe (2017)**, employee development programs help individuals adapt to changing job requirements and technological advancements. Continuous learning enables employees to remain competitive and contribute effectively to organizational goals.

**Salas, Tannenbaum, Kraiger, and Smith-Jentsch (2012)** emphasized that training effectiveness depends on organizational support, employee participation, and the relevance of training content to job requirements.

Recent studies have also highlighted the role of digital learning platforms, online training modules, and virtual development programs in enhancing employee skills and performance in modern workplaces.

The reviewed literature indicates that training and development are critical determinants of employee performance, organizational productivity, and business success. Most researchers

agree that organizations should continuously invest in employee learning initiatives to improve workforce capabilities and achieve long-term growth.

### **Objectives of the Study**

The main objectives of the study are:

- To examine the role of training and development in improving employee performance.
- To identify the impact of training programs on employee productivity and efficiency.
- To analyze employee perceptions regarding organizational training and development initiatives.
- To determine the relationship between training effectiveness and job performance.
- To suggest measures for improving training and development practices within organizations.

### **Research Methodology**

Research methodology refers to the systematic procedures used for collecting, analyzing, and interpreting data related to the research problem.

The present study focuses on understanding employee perceptions regarding training and development and its impact on employee performance.

#### **1. Research Design**

The study adopts a Descriptive Research Design because it aims to describe employee opinions and analyze the influence of training and development programs on performance.

Descriptive research is appropriate because it helps in:

- Understanding employee perceptions
- Measuring training effectiveness
- Identifying performance improvement factors
- Examining relationships between training and employee performance

#### **2. Nature of the Study**

The nature of the study is:

- Descriptive
- Analytical
- Survey-Based

### **3. Sources of Data**

Primary data for the study is collected directly from employees through structured questionnaires, employee surveys, and personal interactions. The questionnaire is designed to gather information regarding training effectiveness, skill development, productivity improvement, job satisfaction, career growth opportunities, work efficiency, and employee motivation. These methods help in obtaining first-hand and reliable information from respondents regarding the impact of training and development programs on employee performance.

Secondary data is collected from various published and reliable sources such as books, research journals, articles, company reports, websites, previous research studies, and Human Resource Management publications. The secondary sources provide theoretical support, background information, and existing research findings related to employee training, productivity, and organizational performance.

### **4. Sampling Technique**

The study uses the Convenience Sampling Method.

Respondents are selected based on:

- Availability
- Accessibility
- Willingness to participate

### **Sample Size**

160 Employees

The respondents include employees working in different organizations and departments.

## **FINDINGS OF THE STUDY**

The study reveals that most employees regularly participate in training and development programs organized by the organization. These programs play a significant role in improving employee productivity and overall work efficiency. Employees perceive skill enhancement as the primary benefit of training, as it helps them perform their tasks more effectively and confidently. Training also increases employee confidence, job knowledge, and professional capabilities, enabling them to adapt better to workplace requirements. Furthermore, employee motivation levels improve after participating in development programs, leading to greater job satisfaction and commitment toward organizational goals. The findings also indicate that effective training contributes positively to higher employee performance and overall

organizational success. In addition, a strong positive relationship exists between training effectiveness and employee productivity, highlighting the importance of continuous learning and development initiatives within organizations.

## **SUGGESTIONS AND RECOMMENDATIONS**

- Organizations should conduct regular training needs assessments.
- Training programs should be aligned with organizational goals and employee requirements.
- Modern training methods such as e-learning and virtual workshops should be adopted.
- Continuous skill development opportunities should be provided to employees.
- Employee feedback should be collected after every training session.
- Career development and leadership training programs should be encouraged.
- Organizations should evaluate training effectiveness regularly to ensure desired outcomes.

## **CONCLUSION**

Training and development play a vital role in enhancing employee performance and organizational effectiveness. The study concludes that employees who receive regular and effective training demonstrate higher productivity, better job knowledge, stronger motivation, and improved work performance. Training programs help employees adapt to changing work environments, develop new skills, and achieve career growth opportunities.

The findings reveal a strong positive relationship between training and employee performance, emphasizing the strategic importance of employee development initiatives. Organizations that invest in training and development create a skilled, motivated, and productive workforce capable of achieving organizational objectives and maintaining long-term competitiveness. Therefore, continuous learning and employee development should remain a priority for organizations seeking sustainable growth and success.

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