



A Study Of Effectiveness Of Training And Development

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ABSTRACT

Effective and efficient operation of any business depends on having staff members who have received proper training. An organization's continuous effort is to facilitate the growth of knowledge, skills, and talents. Training and education boost productivity in the workplace. The efficiency and effectiveness of a company's workers determine the company's fate. Consequently, meeting the market's competitive strategy requires on-going education and training in relevant fields. Always be sure you provide adequate training—not the greatest, but enough for survival—to fulfill the expectations of such marketplaces. Examining how IT firms go about educating and developing their employees is the primary goal of this article. Businesses are now engaged in a state of continual learning as a result of the intense market rivalry. In order to thrive and advance, businesses and people must demonstrate a willingness to learn new things on the fly. The company's already stellar performance will skyrocket thanks to this. Through training, an individual may increase his or her competence, capability, and efficiency on the job by expanding and refining his or her comprehension of the material and acquiring new, up-to-date information. A person may also learn the right attitude and conduct toward their job and coworkers via training. Organizations risk losing valuable personnel and perhaps their lives if they do not offer them with training. As a result, individuals are more aware of the Policies and Procedures that govern their conduct. Education is the process of putting one's knowledge to use in order to advance one's career or excel in one's current position.

INTRODUCTION

A direct consequence of globalization is the shrinking world and the expansion of our business. Companies need to be bold in this area if they want to survive the challenges posed by globalization. The knowledge and skills of the employees are the foundation of the company's aggressive advantages (Drucker, 1999). Since it leads to high performance in the same field and is an important component of the human resources department, training and development has become one of the most important capabilities in most companies. It has a huge impact on a company's success by improving employee performance (Mozael, 2015). Training and development programs have a significant impact on employee productivity (Naveed, 2014). The technical and business landscapes are always changing, and modern firms face intense rivalry. Enterprise firms are facing more difficult scenarios as a result of globalization and changing customer preferences. In order to meet these challenges, businesses are aiming to reach their focused earnings stage by investing in their employees' education and training. Because of their power to boost or lower the company's reputation and bottom line, employees are an organization's most valuable asset (Elnaga and Imran, 2013). Training nowadays is more focused on current tasks, specific skills, and competencies that workers need to immediately do their duties, while improvement enhances behaviors, attitudes, and overall performance in a company. Developing an employee's knowledge and skills in order to do a certain job is what this term refers to. When it comes to meeting the goals of the company while also satisfying the interests of its employees and shareholders, training is crucial (Stone, 2002) [1].

In a country like India, where there is an abundance of workers but a dearth of appropriate educational opportunities, our research highlights training as a fundamental strategy for developing human resources. During training, the learner gains information, new habits, and improved abilities that contribute to his overall

performance. Being one of the most persistently referred to as developing nations, India is transforming into an economy that is more than prepared to face the difficulties posed by the ever-changing environment. Deregulation, privatization, dereservation, foreign investment expert promotion, and import substitution were all huge boons to the Indian economy in 1991, and India has shown a tendency to embrace change when it's necessary on multiple occasions. As far as policymaking is concerned, it seems that much work has been done, but little has been done on the ground in terms of actual implementation.

A comprehensive analysis of each job's content is required prior to developing an optimum training program. In order to create a successful training program, it is essential to do thorough research on all possible methods of doing each work. Every task requires time, energy, and materials; hence, a training program should prioritize conserving all three in order to keep expenses in check. Because labor is a major component of prime cost, it is imperative that all businesses prioritize reducing labor costs via well-designed training programs. Businesses have discovered that investing in their employees via training and development programs pays off handsomely. Businesses who see the importance of investing in their workers' education and training are seeing a rise in their competitiveness, success, and profitability. Companies that invest more in training had better stock market returns, according to a 2002 research by Knowledge Assessment Management.

Training and development programs may be broadly classified into two types: those that educate new recruits on how to do a certain job and those that refresh the knowledge and abilities of long-term personnel. Workers learn how to operate, maintain, and repair workplace equipment with the help of technology-related training, which receives a portion of the budget. Construction, manufacturing, healthcare, and transportation are just a few of the many sectors that need employees with technical skills. People working in the fields of science, architecture, engineering, and medicine are considered technical experts. Technicians, service technicians, and those engaged in precision manufacturing are examples of blue-collar technical occupations. Many individuals are required to regularly refresh their skills due to the rapid change in technology and, by extension, job duties.

LITERATURE REVIEW

Literature review was conducted to get holistic understanding of the topic and following papers were reviewed for the study.

Training and its effect on productivity in the job were considered: Although senior management places a premium on employee performance, workers are more worried about their own productivity and are becoming more cognizant of the rapid obsolescence of their knowledge and abilities due to the uncertainty of their work environment. According to research, workers' motivation is increased when they have opportunities for professional progress, which may be achieved via well-executed training and development programs. Since most workers feel anxious or frustrated at least once throughout their careers, providing positive training may help alleviate these feelings. In 2001, Cheng and Ho collaborated.

Workers that are eager to learn are more invested in their work, which shows in their output. Moreover, Locke defined work satisfaction as a happy or positive emotional state coming from a favorable evaluation of the job or job experiences. According to the research, committed workers are those who have received the training and development they need to do their jobs well and perform even better. Employees are less likely to be satisfied with their jobs and more likely to leave an organization if there is a wide disparity between the talents needed to do a job and the skills actually available to do it. High employee turnover is bad for company since it means more training is going to be needed, which cuts into profits. Yen, C. Y., Huang, L., and Huang, I. (2007a).

In order to accomplish their goals, all firms must invest in training and development. In order to grasp the significance of development and training, several studies have been conducted in this field. There is no denying that performance is the most prevailing concern for enterprises. According to the research, there was a favorable correlation and a statistically significant association between training and development and the efficiency and productivity of employees. Published in 2009 by Abbas and Yaqoob.

Lots of research has been done regarding this. Workers see training as a gift from human resource management initiatives. If you want your staff to perform better, investing in their training and development is a must. The organization's strategic objectives, purpose, and effectiveness cannot be achieved without the training. Training and development programs are an integral aspect of human resource management, which includes assessing organizational needs, developing strategies, and implementing procedures from a variety of industry viewpoints. This is a 2013 publication by Rajasekar and Khan.

According to Khan et al. (2011), human resources serve as the foundation and primary asset of every firm. Human Resource Management oversees the whole process by which companies find, hire, and oversee its managers and workers. According to Kelly (2001) and other research, human resources are a valuable asset since their knowledge and expertise aid in the creation of new goods and services. In integrated and cohesive businesses, HRM promotes personnel selection, growth, and convenience (Armstrong, 2016). In addition, human resource management aims to maximize HR returns while minimizing losses. Furthermore, it is the

responsibility of human resources managers to ensure that all procedures and duties are managed in an efficient, legal, fair, and consistent manner (Huselid, 1995).

Human resource management, according to Boxall and Purcell (2016), helps workers grow into positions where they can perform to expectations. (Riaracháin & O'riordan, 2017). Powerful human resource practices affect and guide HR and employee engagement (MacDuffie, 1995; Wright et al., 1998).

Training is a short-term fix for better performance on the job, while development is a long-term strategy for better management. Human resource management training focuses on improving necessary abilities, whereas development programs attempt to build workers' character. Managers go on with training to make up for staff members' lack of expertise, while they prepare for future growth with an eye toward succession. Organizations rely heavily on training and development programs to orient new employees, but these programs also need to be innovative and up-to-date. The ability to adapt, compete, innovate, produce, provide better services, and reach one's objectives are all made possible by them (Salas et al., 2012).

To gain a competitive edge, businesses spend billions of dollars a year on training their employees to follow the company's unique protocols and processes (Salas et al., 2012). Creating and sharing tacit knowledge is important to organizational learning (Miller, 1996; Senge, 2006). While providing opportunities for advancement, the business reaps the benefits of workers' specialized skill sets (Barney & Wright, 1998). The capacity of an organization's personnel to provide competitiveness is more apparent to companies, which is why Pfeffer (1995) emphasizes the significance of HR practices and procedures. For this reason, gaining an advantage via people necessitates giving serious thought to the strategies that make the most of these assets. (The authors Wright and Gardner wrote the paper in 2003).

According to Sung and Choi (2013), HR practices have an impact on organizational learning and innovation via organizational growth and training, which also contribute to competitive advantage. The best sources of inspiration and new ideas are individuals, according to researchers and practitioners (Amabile, 1996). So, in order to foster creativity, it is crucial to teach and develop people that are both knowledgeable and actively involved (Collins & Smith, 2006).

There are a number of studies that show that innovative organizations spend a lot in training and development programs. Through improved creativity and problem-solving, these programs enhance workers' capacity for accommodation and adaptability. Training and development, as well as the exploration of new learning at many levels (e.g., issue detection, idea generation, concept promotion, and implementation), were also emphasized by modernization researchers (Nonaka & Takeuchi, 1996; Shalley et al., 2004). According to Hatch and Dyer (2004), learning activities are interdependent processes that enhance organizational creativity via the addition, sharing, absorption, and application of information.

Organizations clearly see training and development as a purpose, a process, and a major continuing commitment. Organizations may gain a competitive edge, adapt to new technologies and global concerns, and, most importantly, strive continuously to improve their performance via training and development (Miller, 1996; Senge, 2006). The significance of training and development, their connection to creativity, organizational performance, and competitive advantages are the main points of this literature review, which also proposes areas for further research.

Employee Training

An important aspect of developing human resources is training, which entails acquiring new skills. Training is crucial for employee development and company growth (Abbas Z., 2014), since some workers lack the necessary knowledge, skills, and competences to do their jobs well or complete them on time. In addition, training is a process of education that aims to equip participants with the specialized information and abilities needed to carry out a job or task. The work or task at hand is the primary emphasis of training, whether it's the necessity for an efficient and safe operation of specific machinery or the development of a strong sales force (Cole, 2002).

Staff members require training to strengthen their knowledge, abilities, and senses so they can function under pressure and effectively complete the given procedure (Saleem et al., 2011). In addition, training motivates and transforms employees into well-organized and polite individuals, which in turn improves the organization's performance.

Planning and executing a systematic training program may increase an individual's skill, knowledge, and competence levels, all of which are critical for successful job performance. "Gordon" from 1992. In contrast, development refers to a wide-ranging, multi-faceted collection of actions—including training activities—that raise the bar for performance, often in preparation for future work or a different function within an organization (McNamara, 2008). Although training is a valuable instrument for improving worker performance and increasing an organization's worth (Singh and Mohanty 2012), organizations should strike a balance between training value and training expenditure. In addition, as Chris (2011) points out, the

organization's goals and missions should inform the evaluation of the training program, and training workers is crucial for improving employee performance.

But according to Singh and Mohanty (2012), training is a key strategy for boosting productivity in the workplace, which in turn affects the efficiency and success of the business. Conversely, training has to be addressed in order to meet the demands of workers' performance development and job requirements. In continuation of earlier talks, McConnell (2004) supported a business-employee collaboration approach to training needs assessment and goal-setting. Yes, I am. Besides Mehrdad et al. (2009), Cognitive training, which does not include physical exertion but rather the use of one's brain, includes activities such as classroom instruction, online tutorials, simulations, and games, as well as more traditional forms of training such as orientation, introduction training, training, internships, and support time.

Employee Development

Motivated and loyal workers are the result of a company culture that values its employees' professional growth. Without a shadow of a doubt, a company's ability to attract, retain, and develop talented workers is directly proportional to the quality of its human capital. On the other side, development refers to educational opportunities that foster staff growth. A primary focus of development is not on building capacities. Rather, it aids upper-level employers by providing broad information and attitudes. When workers participate in development programs, they are provided with structured opportunities to learn and grow in their roles within the company, which in turn enhances their capacity to carry out assigned duties. increase. To better manage your company, it offers information on the business climate, management concepts and methods, connections, industry-specific analyses, and more. The primary goal of human resource development in recent years has been to provide organizations with the skilled workers they need to run efficiently (Drucker, 1999). On top of that, Lawal (2006) promised to include any new technology or employment-related skills into the system. Research, work rotation, self-improvement, and self-evaluation are some of the human resource development approaches listed by Adeniyi (1995). However, according to Aswathappa (2000), training and development capacities will be successful in the future, but only if they can go beyond worries about technology and conventional roles. Advice given. In contrast, development seeks to provide organization members with the information and abilities they need to take on more responsibility and overcome more difficult tasks. In a 2002 study, McKenna and Beech Contrarily, training and education for employees strikes a balance between theoretical frameworks, practical business applications, and course fundamentals (Noe, 2010). Employee development often includes training and further education in addition to job advancement. Sharing information and expertise is a part of this.

METHODOLOGY OF THE STUDY

Sample and Data Collection

In order to get the necessary data, a questionnaire was sent out to all of the company's workers. We were pleased with the response rate. This research used the convenience sampling approach. Participation was entirely voluntary, and data was collected by self-administered questionnaires. Based on primary data collected from questionnaires filled out by 105 bank employees, this study used descriptive statistics to measure the level of perception across all understudied variables. The respondents were asked to rate their level of agreement on a 5-point Likert scale, with 1 indicating strong disagreement and 5 indicating strong agreement. Training is the only independent variable in the research model; employee performance is the only dependent variable. To further evaluate the connection and relative impact of training as an independent variable on employee performance as a dependent one, we used regression and correlation analysis. results, we can see that both variables have standard deviations below 1. If data is to follow a normal distribution, the standard deviation, as stated by Cohen (2003), must fall between zero and one. The data may be regarded as regularly distributed and Pearson correlation analysis can be used to evaluate the connection between the variables because the standard deviations of both variables are within the range.

Analysis and Findings

Table 1: Standard Deviation

	Mean	Standard Deviation	N
Training	3.5	0.89	102
Performance	3.3	0.52	100

Table 2: Training Correlations

		Correlations	
		Training	Performance
Training	Pearson Correlation Sig. (2-tailed)	1	
	N	102	
Performance	Pearson Correlation	.762 **	1
	Sig. (2-tailed)	.000	
	N	105	

** . Correlation is significant at the 0.01 level (2-tailed).

The table displays the correlation between the dependent and independent variables, indicating a strong positive correlation of 74.7% (.747**). This correlation is statistically significant at a 1% level of significance for two-tailed tests. Additionally, regression analysis was conducted to further examine the relationship between the variables. The results of the regression analysis, as generated by SPSS, are presented in the subsequent table.

Table 3: Result of regression analysis

Regression Analysis Coefficient ^a							
Modal B Coefficients		Unstandardized coefficients		Standardized T Sig.		R ²	
		Std. Error	Beta				
1	Constant	1.5	0.15		0.9	0	548
	Training	0.5	0.05	0.8	11.8	0	

a. Dependent Variable: Performance

The constant, coefficient of determination, and t-value results are shown in the regression table. The regression line's slope, or coefficient, indicates how much change there will be in the dependent variable for every one-unit change in the independent variable. R² is a measure of the degree to which an independent variable can account for a given level of variance in a dependent variable.

DISCUSSION AND FINDINGS OF THE STUDY

Based on the results of this study, we know that all training activities revolve on the training and development process. In order to create and execute effective human capital training programs, it is necessary to first identify training requirements across the board. The emphasis is on "on-demand training" that has a direct impact on worker productivity. When deciding what kind of further training is necessary, the training and additional education department takes yearly evaluation results into account. Among the many conclusions drawn from the poll is the widespread agreement that training boosts competence and contentment in the workplace. Increases in output are mostly attributable to well-trained workers. Typically, training tools teach workers important skills that will help them do their present and future jobs better. Additionally, remember that at the conclusion of any training program, there are always recording points that pertain to the trainer's assessment of the session as it relates to the employee's performance during the training. If you want to make sure that future training programs are better, you need to get feedback from instructors and students as soon as possible. If you put in the time and effort to recruit driven individuals, you can assemble a strong team that can propel your business to new heights. Since there is no end to the voyage, there should be no stop to the quest to develop.

The choice of recommendation

When it comes to increasing the effectiveness, competence, and output of their employees, many companies acknowledge the value of training and development programs. For training programs to provide their desired results. Education and training significantly affect worker productivity, according to research. Everyone working for the company is aware that investing in their own professional development via training and education pays dividends. If businesses want to save money on hiring and training new staff, they need access to more training programs. However, we suggest that you provide staff constructive criticism when training is complete so that they may know how they can do better. In our opinion, this research still has room to grow so that it can address every facet of professional growth.

CONCLUSION

All forms of training have their roots in the training and development procedure. The organization's Human Capital is well-prepared for future endeavors thanks to its thorough process of identifying training requirements at all levels. We prioritize "need based training" since it will directly affect how efficient and

productive our staff are at their jobs. For the purpose of identifying training requirements, the training and development domain considers the yearly performance review reports of the staff. In most cases, training programs provide workers useful information that they may use in their current and future jobs.

Notably, at the conclusion of every training program, there is always a record of the trainer's thoughts on the session. This provides valuable insight into the employee's performance during the training time. Effective corrective action plans for future training sessions may be made possible by both the trainers' and the learners' timely input. In order for the firm to get traction in marketplaces and establish a positive reputation, it is possible to formulate strategies that will foster a team of employees that are highly motivated and dedicated. It is an eternal journey, and the aim for progress should never cease.

Training does, in fact, contribute to better performance on the part of employees, but it is by no means the only component; rather, it is one of many. There is a lot of room for future research into many aspects of the banking industry as a whole. However, to understand the impact on staff performance, it is crucial to examine elements such as training needs assessment, training program design, development, and deployment. Because an effective manager or leader may have a positive or negative impact on the effectiveness of training, which in turn affects workers' performance, studying the role of management and leadership aspects in training and performance is crucial. Employees' pay rates also have a big role on performance, as underpaid workers tend to be less productive. Training and development have produced a more competent workforce, which in turn has contributed to the expansion of India's banking industry.

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