



# “A study on Impact of Training & Development on Employee Performance At STEELSMITH CONTINENTAL MANUFACTURING PVT LTD, Vadodara”

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**Abstract :** The goal of this research was to investigate the effect of training and development programs on employee performance. The success or failure of modern businesses is determined by the quality of their human resources. Employees who have been well-trained and developed are regarded as the foundation of such achievement. Thus, the goal of the study was to evaluate the relationship between training, development, training and development and employee performance and productivity in selected Steelsmith Continental Manufacturing Pvt Ltd. located in Vadodara, Gujarat.

Employees are the most valuable assets of any firm. Every firm need well-trained staff to accomplish their tasks effectively and efficiently. Organizations use a continual process to enhance skills, knowledge, and capacities. Training and development lead to improved employee performance. Employee performance is critical to organizational success. In this worldwide era, training is essential for competent and challenging business. It is the nerve that must contribute to the improvement of employees' working conditions and the growth of the firm. Training and development are critical components of improving employee performance in most firms. According to the survey, employees are aware of training, they are motivated by training, and training and development lead to improved performance. The study recommended that all staff training and development be dynamically followed and made mandatory, and that employers provide compulsory training programs for all employees in order to increase performance.

**Keywords :** Training and development, employee training, human resource development, Productivity

## INTRODUCTION

Employee training and development is crucial for motivation, purpose, and career advancement, ultimately benefiting the firm. Training and development promote employee knowledge, skills, and morale within an organization. Organizations now prioritize employee training and development as a key aspect of HR management. Training and development

Improves staff performance and helps organizations achieve their goals. Training is a valuable tool for adapting to changes brought about by technology innovation, market competition, and organizational restructuring. It also helps improve employee performance. This study aims to demonstrate how training and development impact on employee performance. Training and development are essential functions in most organizations, as they improve employee performance and contribute to the success of the HR department.

## Objectives of The Study:

To assess Employees' present level of knowledge, skills, and capacities inside the organization.

To Determine the Employees training and development requirements of staff at various levels and departments.

## Literature Review:

1. Kum, F. D., Cowden, R., & Karodia, A. M. (2014) investigated the relationship between training and development and employee performance at ESCON Consulting. Employing a case study approach, the authors found that effective training and development programs positively influenced employee performance, highlighting the crucial role of these strategies in enhancing organizational outcomes

2. Asfaw, Argaw, and Bayissa (2015) investigated the influence of training and development on employee performance and effectiveness at District Five Administration Office in Addis Ababa, Ethiopia. Employing a case study approach, the authors found that comprehensive training programs positively impacted employee performance and overall organizational effectiveness. Their research highlights the significance of investing in employee development for enhanced productivity and efficiency
3. Raza (2015) investigated the influence of training and development on employee performance. Through a quantitative research method, they surveyed employees in various organizations. The study revealed a positive correlation between training and development programs and enhanced employee performance. Employees who received comprehensive training demonstrated improved job performance, highlighting the critical role of training in organizational success.
4. Sal and Raja (2016) explored the impact of training and development on employee performance and productivity. They employed a quantitative research method involving surveys and data analysis. The study concluded that effective training and development programs significantly enhance employee performance and productivity, highlighting the importance of investing in employee skill enhancement for organizational success.
5. Karim, M. M., Choudhury, M. M., & Latif, W. B. (2019) explored the relationship between training and development and employees' performance using quantitative data analysis. Their research findings suggested a positive impact of training and development initiatives on employees' performance. This study contributes valuable insights to the field of HR and underscores the significance of investing in employee development (Karim, M. M., Choudhury, M. M., & Latif, W. B., 2019).
6. Abogsesa and Kaushik (2017) investigated the impact of training and development on employee performance in Libyan banks. They employed a quantitative research method to analyze the data. The study concluded that effective training and development programs significantly enhance employee performance, which has important implications for the banking sector in Libya.
7. Tahir, N. et al. (2014) investigated the impact of training and development on employee performance and productivity at United Bank Limited, Peshawar City, Pakistan. Through a case study approach, they found that effective training positively influences employee performance, ultimately enhancing organizational productivity.
8. Vincent (2020) looked on how employee job performance in Nigeria is affected by training and development. The results demonstrated a beneficial relationship between employee job performance improvements and training and development initiatives, highlighting the value of such initiatives in organizational settings.
9. Jeni and Al-Amin 2021 has out an empirical study in Bangladesh to look at the impact of training and development on worker productivity and performance in the private banking industry. Their study, which was released in the South Asian Journal of Social Studies and Economics, provides insightful information about how important employee training and development is for improving organizational results.
10. Ugbohmhe, Osagie, and Egwu (2016) investigated the connection between training and development activities and worker performance. Selected banks were the subject of this study, which was published in the Indian Journal of Commerce and Management Studies. The results highlight the crucial role that training and development initiatives play in raising employee performance in this particular setting.
11. Nguyen (2020) looked into the relationship between education, employment performance, and retaining young workers. The study looked into how these elements affect an organization's capacity to keep young talent. The study emphasizes how crucial efficient training is, as well as how job satisfaction and productivity interact to influence employee retention methods in modern businesses.
12. Rodriguez and Walters (2017) According to Rodriguez and Walters , training and development are essential for improving employee performance and evaluation. Their research, which was published in the World Wide Journal of Multidisciplinary Research and Development, examines how important training programs are for enhancing overall employee performance. As crucial elements of an efficient performance evaluation, the authors stress the significance of ongoing education and skill improvement.
13. Chaudhry et al. (2017) explored the interplay of working environment, training and development, employee engagement, and job satisfaction in shaping organizational performance. Their study examined how these factors are interconnected, highlighting the mediating role of employee engagement and job satisfaction. This research contributes to our understanding of the complex relationships within organizations and their impact on performance.
14. Darshani (2018) conducted a study on the impact of training and development on employee job performance. The research emphasized the significant relationship between employee training and job performance. While the review lacks specific details, it underscores the importance of investing in training and development programs to enhance employee performance within the workplace.
15. Appiah (2010) wrote a PhD dissertation titled "The Impact of Training on Employee Performance: A Case Study of HFC Bank (Ghana) Limited." A Ghanaian bank was the main focus of the study, which also examined the connection between staff development and performance. A thorough comprehension of the dissertation's contributions and insights would be necessary to assess even when precise conclusions are not provided.
16. Siddiqui and Sahar (2019) examined the influence of training and development, as well as communication, on employee engagement within the banking sector. Their research, published in Business Management and Strategy, underscores the importance of these factors in enhancing employee engagement. The study contributes valuable insights for organizations seeking to improve their workforce's commitment and productivity.
17. Ghale (2018) explored the influence of training and development on employee performance, focusing on Agricultural Development Bank Ltd. The study's findings offer insights into the significance of training programs in enhancing employee performance. This research contributes valuable information for organizations seeking to optimize their human resources through effective training and development initiatives.
18. Laing (2009) conducted a doctoral dissertation, examining the influence of training and development on employee performance and productivity within the public sector, focusing on the Ghana Ports and Harbours Authority. The study

- investigates the vital link between training initiatives and improved worker performance in the context of a public organization, offering insights into the Ghanaian setting.
19. Jain and Sharma (2019) did a thorough investigation of the impact of training and development activities on employee performance in the retail industry. Their study delves into the critical function of staff training in improving performance results. This review study gives useful insights on human resource strategies in the retail business and their implications for employee performance.
  20. Singh and Mohanty (2012) carried out a comparative research on the effect of training approaches on employee productivity. Their study, published in the *Interscience Management Review (IMR)*, Volume 2, Issue 2, investigates the link between training techniques and employee performance. This study sheds light on the usefulness of training programs in increasing overall productivity.
  21. Murtiningsih (2020) examined the influence of compensation, training and development, and organizational culture on job satisfaction and employee retention. The study, published in the *Indonesian Management and Accounting Research*, contributes to our understanding of factors affecting employee satisfaction and retention, with potential implications for organizational management and human resources practices.
  22. Ozkeser (2019) investigated the impact of training on employee motivation in human resources management. The study, published in *Procedia Computer Science*, explored the relationship between employee training programs and motivation. The research findings are essential for understanding how HR practices can enhance employee engagement and productivity.
  23. Cik et al. (2021) explored the influence of training and learning organization on employee competence in the Indonesian banking sector. Their study investigated the subsequent effects on job satisfaction and employee performance. This research sheds light on the significance of training programs and organizational learning in enhancing employee competence and overall performance, contributing to the existing literature on human resource development.
  24. Sitienei, Egessa, and Owano (2015) investigated the influence of training and development on employee commitment within the Department of Children's Services in Kenya. Their study, published in *Elixir International Journal*, explores the critical link between training programs and the commitment of employees. This research provides valuable insights into the context of Kenya's public sector and contributes to our understanding of the significance of employee development initiatives.
  25. Brown and Sitzmann (2011) emphasize the significance of training and employee development in enhancing performance. Their study underscores the critical role of continuous learning and skill development in organizations. By exploring various strategies, they highlight the potential for improved employee performance through structured training initiatives, shedding light on its lasting impact on workforce productivity and growth.
  26. Aslam and Ratnayake (2021) examined the relationship between training and development programs and employee performance within the Sri Lankan hotel industry. Their study, presented in the *Proceedings of the International Conference on Industrial Engineering and Operations Management*, offers insights into how investing in employee training can positively impact performance, shedding light on the significance of skill development in the context of the hospitality sector.
  27. Raza (2015) conducted a study on the "Impact of training and development on employee performance." This research investigates the relationship between employee training and development programs and their subsequent impact on performance. The findings highlight the significant influence of training on enhancing employee performance, offering valuable insights for organizations seeking to improve their workforce productivity and efficiency.
  28. Khan and Baloch (2017) investigated the influence of training on employee development and related behavioral outcomes, focusing on public accountant trainees in Khyber Pakhtunkhwa. This study, published in the *Journal of Managerial Sciences*, provided insights into the impact of training programs on trainees' professional growth and behavioral changes in a specific region.
  29. Sharif, Ashraf, and Khan (2013) delved into the complex interplay between work-life policies, empowerment, training, and development in relation to employee performance, with a particular focus on the mediating role of organizational citizenship behavior (OCB). Published in the *African Journal of Business Management*, this study contributed to the understanding of factors influencing employee performance and the role of OCB as a mediating variable in this context.
  30. Bhartiya (2015) investigated the association between employee performance and training and development programs in public sector firms. This research, published in the *International Journal of Enhanced Research in Management and Computer Applications*, looked at the influence of training on improving employee performance in a variety of public-sector organizations. Bhartiya's study adds to the existing body of knowledge on human resource development in public enterprises.
  31. Sothy (2019) conducted a case study in private secondary schools in Phnom Penh, Cambodia, examining the relationship between training and development programs and employee performance. This research, published in the *Global Journal of Human Resource Management*, shed light on the significance of such initiatives in the context of private education institutions, contributing to the broader understanding of employee performance enhancement through training.
  32. Anitha and Kumar (2016) conducted a study on the effects of training on employee performance within the private insurance sector in Coimbatore district. Their research, featured in the *International Journal of Management Research and Reviews*, examined the relationship between training initiatives and employee performance, contributing valuable insights to the field of human resource development and its impact on business outcomes.
  33. Singh and Mohanty (2012) conducted a comparative study exploring the impact of training practices on employee productivity. Published in the *Interscience Management Review (IMR)*, their research delved into the relationship between training methods and workforce productivity. This study contributes valuable insights into the effectiveness of training strategies in enhancing employee performance, benefiting both organizations and employees alike.
  34. Elnaga and Imran (2013) examined the relationship between training and employee performance. Their study, featured in the *European Journal of Business and Management*, explored the impact of training programs on enhancing employee



performance. The research contributes valuable insights into the crucial role training plays in improving employee effectiveness within organizations.

35. Taufek and Mustafa (2018) conducted a case study in Proton Tanjung Malim to examine the impact of training and development on employee performance. Published in the Global Business and Management Research, their research delved into the relationship between training initiatives and the resulting performance outcomes, offering valuable insights for organizations seeking to enhance their employees' effectiveness through targeted training programs.
36. Degrat-Otoo's doctoral dissertation (2012) explores the relationship between training and development initiatives and employee performance at Accra Polytechnic. This research delves into the impact of such programs on the academic institution, shedding light on their effectiveness in enhancing employee performance.
37. Shafiq and Hamza (2017) examined the relationship between training and development programs and employee performance in private companies in Malaysia. Published in the International Journal of Education, Learning, and Training, this study contributes to the understanding of how investments in employee training impact performance outcomes in the context of the Malaysian private sector.
38. Taufek and Mustafa (2018) examined the relationship between training and development initiatives and their impact on employee performance in a case study conducted at Proton Tanjung Malim. This research, published in Global Business and Management Research, shed light on the effectiveness of training programs in enhancing employee performance, offering insights valuable for organizations seeking to improve their workforce's productivity and skills.
39. Gidey (2016) conducted an investigation on the influence of training and development initiatives on employee performance, with a specific focus on the Commercial Bank of Ethiopia. This unpublished MSc. thesis, completed at the School of Commerce, Addis Ababa University, Ethiopia, sheds light on the relationship between training programs and their impact on employees' job performance within the banking sector.

#### **Research Methodology:**

A mixed-methods strategy is used in this investigation. Employee performance will be evaluated both before and after training, with quantitative data being gathered through performance indicators and surveys. Interviews with managers and employees will yield qualitative data by providing insights into their experiences. The length, methodology, and training programs offered by the organization will also be taken into account in the study. To make inferences regarding the effect of training and development on employee performance, data will be statistically and thematically evaluated.

#### **Research design:**

A mixed-methods research strategy will be utilized in this study. To assess the impact of training and development programs on employee performance, quantitative data will be gathered using surveys and performance measures. In order to acquire a deeper understanding of the employee experience, qualitative data will be collected via interviews. A wide sample of workers from various departments inside a single company will be the subject of the study. To determine the effect of employee performance on training and development, data will be studied using statistical methods and theme analysis.

#### **Sources of Data:**

A combination of methods will be used to gather data for the study on the effect of training and development on employee performance at Stilsmith Company. Questionnaires will be the main tool used for gathering data. The purpose of these questionnaires is to collect quantitative data from staff members about their opinions of training and development initiatives and their self-reported performance metrics. A limited number of employees will also participate in oral interviews in order to better understand their perspectives on training and development programs. The semistructured interviews will facilitate open-ended responses and offer qualitative opinions from the staff. To complement the primary data collection, industry reports, previously published research papers, and pertinent literature will be examined.

#### **Data Collection Method:**

A mixed-method approach will be used to collect data for the study on the Impact of Training and Development on Employee Performance. Surveys and performance metrics analysis will be used to collect quantitative data, while in-depth interviews with employees and supervisors will be used to acquire qualitative data. This combination enables a thorough examination of the relationship between training, development, and performance.

#### **Population:**

The population relevant to the topic Impact Of Training and Development on employee performance in the manufacturing industry so employees of these industry taken as target population. It includes company employees, managers, human resources personnel trade association members. Understanding the experiences and challenges of this diverse group is essential for research and interventions aimed at improving well-being and productivity in the industry.

#### **Sampling Method:**

For the study on the impact of Training and Development on Employee Performance, a stratified random sampling method will be employed. The employee population will be divided into strata based on job roles and departments. Within each stratum, a random sample of employees will be selected, ensuring representation from various levels of the organization. This method ensures a balanced and representative sample for the research.

#### **Sampling Frame:**

The sampling frame for the study on the impact of Training and Development on Employee Performance will consist of a comprehensive list of all employees within the organization under investigation. This list will include their names, job positions, and relevant demographic information, providing a complete roster from which a sample can be drawn for research and analysis.

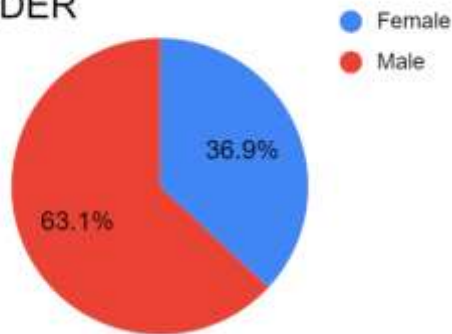
#### **Data Collection Instrument:**

The data collection for the study on "Impact of Training & Development on Employee Performance" will employ a mixed-method approach. A structured questionnaire will be distributed to a sample of employees to gather quantitative data on their perceptions. Additionally, a research paper review will be conducted to gather secondary data. Furthermore, in-depth interviews will be conducted with a subset of employees and HR professionals to gain qualitative insights. This triangulation of data sources will enhance the comprehensiveness of the research.

#### **Data Analysis and Interpretation**

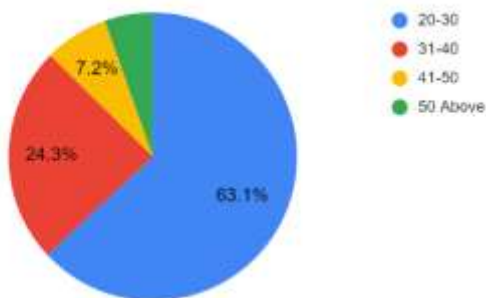
Section A: Demographic Information:

##### **GENDER**



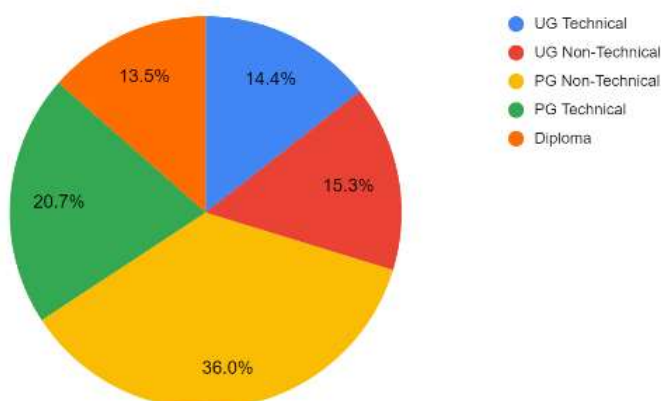
**Interpretation:** Highest ratio of the gender is with the male employees of 63.1% male respondents where female respondents are 36.9% less with the ration of employees.

##### **Age**



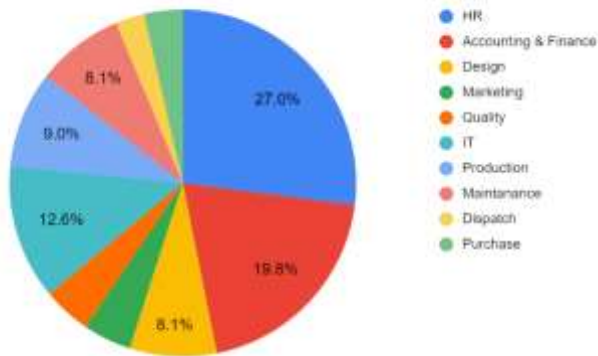
**Interpretation:** Here analysis of age group shows the clear output of the employees responses of the, where the age group of 20-30 under is having highest frequency of 63.1% then the frequency of 24.3% comes for the age group of 31-40, the frequency for the age group of 41-50 is 8.8% and lowest frequency of the age group who comes under 50 above.

##### **QUALIFICATION**



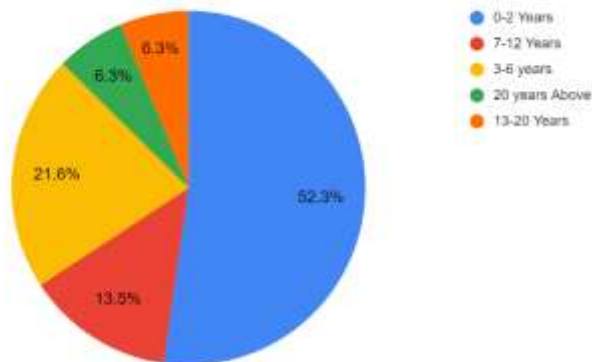
**Interpretation:** here the largest percentage of people, 36%, have a diploma qualification. This is followed by those with a UG (undergraduate) non-technical qualification, at 20.7%. Then we see people with PG (postgraduate) technical qualifications (15.3%) and UG technical qualifications (13.5%). The smallest portion of the pie chart is for those with PG non-technical qualifications (14.4%).

DEPARTMENT



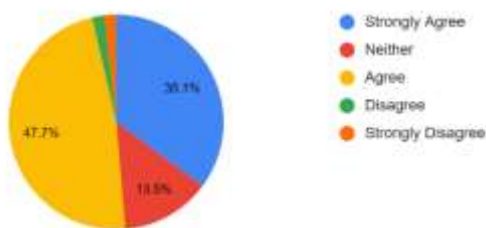
**Interpretation:** the largest slice of the pie chart is labeled "Marketing" at 27%. This suggests that the marketing department makes up the largest portion of the company's workforce. Following that is "Production" at 19.8% and "Dispatch" at 12.6%.

EXPERIENCE



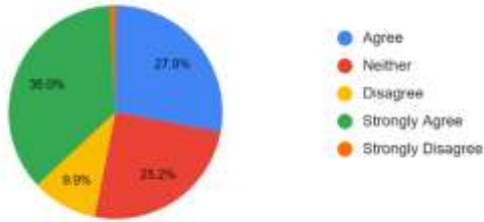
**Interpretation:** the largest segment is 52.3% and is labeled "13-20 Years". This suggests that the majority of people have 13-20 years of experience. The next largest slice is labeled "20 years and Above" at 21.6%. Then we see slices for "7-12 Years" (13.5%), "3-6 years" (6.3%), and "0-2 years" (6.3%).

Count of Impact of Training and Development Programmes on Job Performance. [Improved efficiency and work performance]



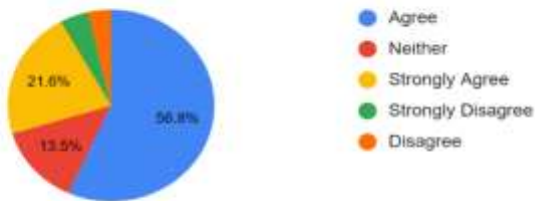
**Interpretation:** the largest slice is labeled "Strongly Agree" (35.1%). This suggests that over a third of the people surveyed strongly agree with the statement in the title. The title, cut off in the image, reads "Count of Impact of Training and Development Programmes on Job Performance". The next largest slice is labeled "Neither" (47.7%). Then there are slices for "Disagree" (13.5%) and "Strongly Disagree" (15.5%).

Count of Impact of Training and Development Programmes on Job Performance. [Helped to socialize with the organisation.]



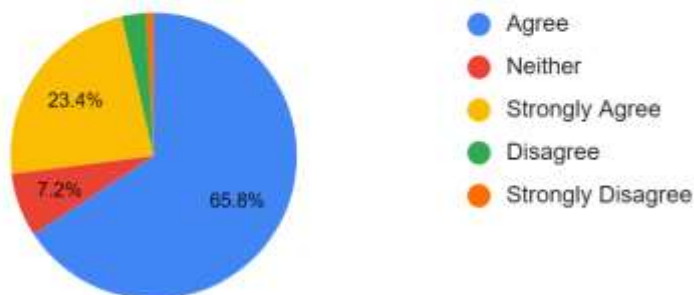
**Interpretation:** The largest slice is labeled "Agree" (36.0%). This suggests that over a third of the people surveyed agreed with the statement. The next largest slice is labeled "Neither" (27.9%). Then there are slices for "Disagree" (25.2%) and "Strongly Disagree" (9.9%).

Count of Impact of Training and Development Programmes on Job Performance. [Helped to understand my organisation and its functions]



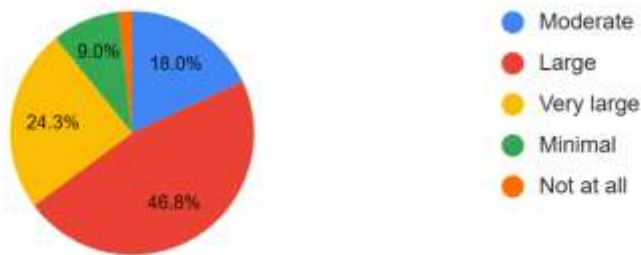
**Interpretation:** the largest slice is labeled "Strongly Agree" (56.8%). The other slices are labeled "Agree" (21.6%) "Disagree" (13.5%) and "Strongly Disagree" (8.1%).

Count of Impact of Training and Development Programmes on Job Performance. [Resulted in improved productivity.]



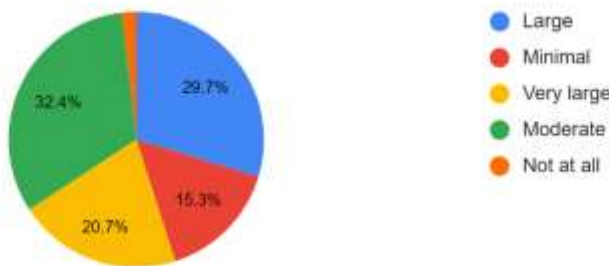
**Interpretation:** the largest slice is labeled "Improved Productivity" (65.8%). The other slices are labeled "Agree" (23.4%) and "Disagree" (10.8%).

Count of Training program follow at our organization. With point of view of trainer, Working environment & facilities, Method , Accountability and rewards. [Trainees are taught how to identify mistakes they commit/made.]



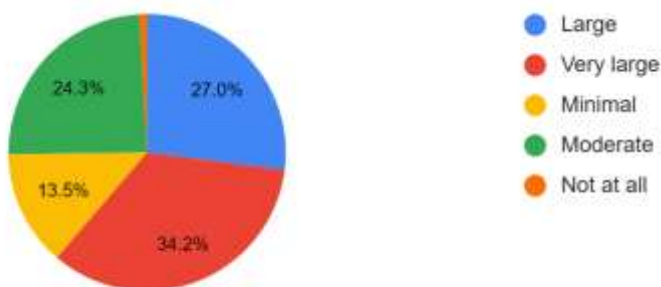
**Interpretation:** The slices of the pie chart are labeled with trainee, working environment & facilities, method, accountability, and rewards. The largest slice is labeled "Trainee" (46.8%).

Count of Training program follow at our organization. With point of view of trainer, Working environment & facilities, Method , Accountability and rewards. [The Trainer gave trainees a lot of different problems to work on.]



**Interpretation:** the largest slice is labeled "Trainer" (46.8%).The other slices of the pie chart are labeled "Working Environment & Facilities" (29.7%), "Method" (15.3%), "Accountability" (5.9%), and "Rewards" (2.3%).

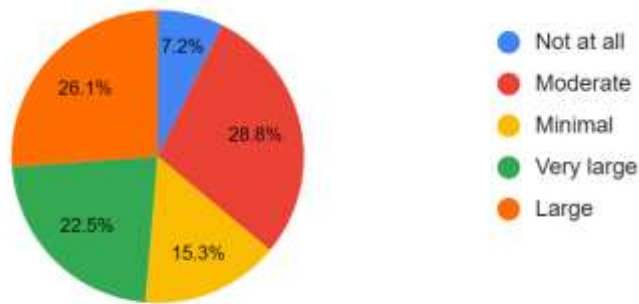
Count of Training program follow at our organization. With point of view of trainer, Working environment & facilities, Method , Accountability and rewards. [During training you practiced whatever you learnt.]



**Interpretation:** the largest slice is labeled "Trainer" (46.8%).The other slices of the pie chart are labeled "Working Environment & Facilities" (29.7%), "Method" (15.3%), "Accountability" (5.9%), and "Rewards" (2.3%).



Count of Training program follow at our organization. With point of view of trainer, Working environment & facilities, Method , Accountability and rewards. [Group Discussion]



**Interpretation:** the largest slice is labeled "Trainer" (46.8%). The other slices of the pie chart are labeled "Working Environment & Facilities" (29.7%), "Method" (15.3%), "Accountability" (5.9%), and "Rewards" (2.3%).

### Discussions:

The data provides insights into perceptions regarding training and development programs' impact on job performance, as well as factors influencing effectiveness.

- **Impact of Training Programs:** According to a wide range of interpretations, a sizable percentage of respondents either strongly agree or agree that job performance is improved by training and development initiatives. This implies a widespread agreement regarding the effectiveness of these programs in improving performance.
- **Productivity Improvement:** Most participants report a notable increase in productivity as a result of these initiatives, underscoring their perceived efficacy in improving performance at work.
- **Aspects Affecting Training Effectiveness:** The information also clarifies aspects thought to be essential for training that works. It is acknowledged that trainers and trainees are essential components. Furthermore, while to differing degrees, the significance of the workplace, training methodology, and accountability frameworks are recognized. However, rewards are thought to have less of an impact.
- **Overall,** the findings underscore the importance of comprehensive training strategies that involve both trainees and trainers, alongside conducive working environments, effective training methods, and accountability mechanisms to optimize training outcomes and enhance job performance.

### Conclusions:

The data underscores a widespread belief in the positive impact of training and development programs on job performance, with a significant portion of respondents either strongly agreeing or agreeing. This consensus extends to the perceived improvement in productivity attributed to such programs. Moreover, the recognition of factors such as trainees, trainers, working environments, training methods, and accountability mechanisms highlights the multifaceted nature of effective training strategies. However, the relatively lower emphasis on rewards suggests a potential area for refinement in training approaches. In conclusion, the findings emphasize the importance of holistic training strategies encompassing various stakeholders and conducive environments to optimize training outcomes and ultimately enhance job performance.

**Suggestions:**

**Enhance Reward Systems:** Improving reward systems can boost participant motivation and engagement in training, enhancing overall program effectiveness and job performance.

**Optimize Training Environments:** Creating supportive and engaging training environments fosters effective learning, leading to enhanced skill development and job performance.

**Diversify Training Methods:** Utilizing diverse training methods caters to various learning styles, enhancing participant engagement and knowledge retention for improved job performance.

**Strengthen Accountability Measures:** Implementing robust accountability measures ensures participants are held responsible for their learning outcomes, fostering greater commitment and ultimately improving job performance.

**Continuous Improvement:** Embracing continuous improvement ensures training programs evolve to meet changing needs, driving ongoing enhancement of job performance outcomes.

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**Annexure:**

Questionnaire:

**Section-1**

Demographic Information:

1. Name: \_\_\_\_\_

2. GENDER:

Male  
Female  
Prefer not to say

3. AGE:

20-30  
31-40  
41-50  
50 Above

4. QUALIFICATION:

UG Technical  
UG Non-Technical  
PG Technical  
PG Non-Technical

5. Diploma DEPARTMENT:

HR  
Accounting & Finance  
IT  
Production  
Design  
Quality  
Maintenance  
Dispatch  
Marketing  
Purchase

6. EXPERIENCE:

0-20 Years  
20-30 years  
31-40 Years  
40-50 Years  
20 Years Above

**Instruction:** Please indicate the extent to which you agree to the following statements by ticking (√) the appropriate response.

5	4	3	2	1
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

**Section-2**

## 2.1 Impact of Training and Development Programmes on Job Performance.

S.N.	Statements	5	4	3	2	1
1.	Improved efficiency and work performance					
2.	Helped to socialize with the organization.					
3.	Helped to understand my organization and its functions					
4.	Resulted in improved productivity.					

## 2.2 Training programs follow at our organization. With the point of view of the trainer, Working environment &amp; facilities, Method, Accountability, and rewards.

S.N.	Statements	5	4	3	2	1
1.	Trainees are taught how to identify mistakes they commit/made.					
2.	The Trainer gave trainees a lot of different problems to work on.					
3.	During training you practiced whatever you learnt.					
4.	Group Discussion					