

# Effect of Training and Development Program on Employee performance

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**Abstract** - Due to fast pace global and technological development the firms are now facing new changes as well as challenges. Technological advancements have molded the need of capabilities and competencies required to perform a particular task. Thus, to cope with these challenges, more improved and effective training and development programs are required by all corporates because the investment in training and development programs helps in improving employee performance. This research had been conducted to explore the relationship between training & development program and employees' job performances at various sectors in Indore region. Both primary and secondary data had been utilized. Data for the paper have been collected through primary source through questionnaires surveys this paper is quantitative in nature. There were two variable training & development program (Independent) and employees' performance (Dependent). Two hundred and fifty questionnaires were distributed for the collection of data. Descriptive statistic tools SPSS 16 were applied on the questionnaire to see the reliability and consistency. The result showed that there was significant relationship between the variables, the Pearson correlation and linear regression was used in study and Cronbach alpha for each scale was obtained. Frequency distribution was used to see the individual result of the study.

**keywords** - Training & Development Program, Employee Performance.

## I. INTRODUCTION

One of the important functions of human resource department is organizing employee training and development programs. Training is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities. There might be various reasons for poor performance of the employees such as workers may not feel motivated to use their competencies, or may not be confident on their capabilities, or they may be facing work- life conflict. Effective training and development programs help in improving the employees' performance. Training is beneficial to both employers and employees of an organization. An employee will become more efficient and productive if he is trained well. Firms can develop and enhance the quality of the current employees by providing comprehensive training and development programs. Training programs not only develops employees but also help an organization to make best use of their human resources in favor of gaining competitive advantage. The general benefits received from employee training are: increased job satisfaction and morale, increased motivation, increased efficiencies in processes, resulting in financial gain, increased capacity to adopt new technologies and methods, increased innovation in strategies and products and reduced employee turnover. Employee training refers to programs that provide workers with information, new skills, or professional development opportunities. Training refers to bridging the gap between the current performance and the standard desired performance. Training could be given through different methods such as on the coaching and mentoring, peers cooperation and participation by the subordinates. The objectives of training & development program are to improve employee ability by telling them what is expected from them, as for now and in the future, and to prepare them with suitable knowledge and skills needed to achieve the company's predetermined goals. It can be concluded that the objectives of training and development program is to improve employee's ability so that their performance is improved as well; and give a positive impact on organizational performance.

Employee's performance is important for success of any business as they can make or break a company's reputation and can adversely affect profitability. They are responsible not only for necessary operations of the organization but also important task such as customer satisfaction and the quality of products and events. Performance is a work outcome achieved by a person, qualitatively and quantitatively, in completing one's task and responsibility. Performance is a result or ones of overall level of efficacy, in undertaking the task during certain period, compared to other possibilities such as output/outcome standard, target, objectives or other predefined accepted criteria. There are various terms of performance, based on scope, work unit, or job level. Building the organization is important for the existence and survival of modern organizations. This can be done by identifying the skills gap between the current & expected performance. Skills gap basically threatens the productivity and competitiveness both in organizational and operational levels. In responding to the challenges of the skills gap and skills deficiency, HR professionals must develop programs that will address the problem (Sims, 2006). Hence training and development programs teach employees how to perform current and future jobs more effectively. But without proper training & development programs, they cannot perform at their maximum potential. Therefore, they must be developed and trained so that they can think and work on their own and fulfill their job responsibilities to face various business challenges.

Hence most of the firms are required to invest in developing new skills for their workforce. On the other hand, when employees recognize their organization interest in them through offering training programs, they in turn apply their best efforts to achieve organizational goals, and show high performance on job.

## II. LITERATURE REVIEW

### TRAINING AND DEVELOPMENT (INDEPENDENT VARIABLE)

Training refers to a planned intervention aimed at enhancing the elements of individual job performance” (Chiaburu and Tekleab, 2005). It is all about improving the skills that seems to be necessary for the achievement of organizational goals. It is very necessary for any organization to give its employees training to get overall goals of the organization in a better way (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Training develops self-efficacy and results in superior performance on job (Svenja, 2007), by replacing the traditional weak practices by efficient and effective work-related practices (Kathiravan, Devadason and Zakkeer, 2006).

Pfeffer (1994) highlights that well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. The importance of training on the employee performance, through accelerating the learning process, is mentioned in many researches (e.g. McGill and Slocum, 1993; Ulrich et al., 1993; Nonaka and Takeuchi, 1995; DiBella et al., 1996). According to Guest (1997) mentioned in his study that training and development programs, as one of the vital human resource management practice, positively affects the quality of the workers knowledge, skills and capability and thus results in higher employee performance on job. This relation ultimately contributes to supreme organizational performance. As depicted by the work of Harrison (2000), learning through training influence the organizational performance by greater employee performance, and is said to be a key factor in the achievement of corporate goals. However, implementing training programs as a solution to covering performance issues such as filling the gap between the standard and the actual performance is an effective way of improving employee performance (Swart et al., 2005). According to Wright and Geroy (2001), employee competencies changes through effective training programs. It not only improves the overall performance of the employees to effectively perform the current job but also enhance the knowledge, skills an attitude of the workers necessary for the future job, thus contributing to superior organizational performance. Through training the employee competencies are developed and enable them to implement the job-related work efficiently, and achieve firm objectives in a competitive manner.

Bartel (1994), reports that there is a positive correlation between effective training program and employee productivity, however to make it possible, (Swart et al., 2005), it is the responsibility of the managers to identify the factors that hinders training program effectiveness and should take necessary measures to neutralize their effect on employee performance. Scott, Clothier and Spriegel (1977) argued that training is the crux of better organizational management, as it makes employees more efficient and effective. Moreover, training supports to shape employees’ job related behavior and facilitate them to participate for the success of the organization and ultimately firm gets higher return due to superior performance of its employees. Those employees who receive periodical effective training sessions are more able to perform well on the job by increasing the quality of work, hence achieving organizational goals and gaining competitive advantage. (Wei-Tai, 2004). Training and development of Employees’ is the most important function of human resource department. Employee development refers to the capacity and capability building on an employee, and thus as of whole organization, to meet the standard performance level (Elena P. 2000). More the developed employees, more they are satisfied with their job, hence increasing the firm productivity and profitability. (Champathes, 2006). Development program aims to improve employee managerial competencies; specifically, soft competencies related to each company needs. It describes the process from which managers learn and improve their skills not only to benefit themselves but also their employing organizations. Investment in training and development can have a direct economic benefit to the organization (Sakthvel, 2005). As it has a significant impact on the success of an organization through enhancing employee performance as well as, organizational performance (Azara Shaheen et al., 2013 and Nelson Jagero et al., 2012). Every organization should develop its employees according to the need of that time so that they could compete with their competitors (Carlos A. Primo Braga, 1995). All these contributions lead to a achieving competitive advantage (Youndtet al., 1996) and to an enhancement in employee performance and organizational productivity (Bartel, 1994; Knoke and Kalleberg, 1994; Huselid, 1995; Delery and Doty, 1996). Therefore, it seems mandatory by the firm to plan for such training and development programs for its employees to enhance their abilities and competencies that are needed at the workplace, (Jie and Roger, 2005)

### EMPLOYEE PERFORMANCE (DEPENDENT VARIABLE):

Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000) .As the Mwita (2000) explains that performance is the key element to achieve the goals of the organization so to performance increase the effectiveness and efficiency of the organization which is helpful for the achievement of the organizational goals. But the question arises that how an employee can work more effectively and efficiently to increase the growth and the productivity of an organization (Qaiser Abbas and Sara Yaqoob). Performance is a major multidimensional construct aimed to achieve results and has a strong link to strategic goals of an organization (Mwita, 2000). Effective training and development programs help an organization to increase employee output and enhance actual performance (Ameeq and Furqan Hanif, 2013). Improved capabilities, knowledge and skills of the talented workforce proved to be a major source of competitive advantage in a global market (McKinsey, 2006). Employees with effective training & development will possess better opportunities to acquire more new knowledge and skills, as well as competence. Therefore, they will be more able to perform tasks effectively and with better quality (Anam Amin., et al 2013 & Mubashir Farooq and Muhammad Aslam Khan, 2000. Training and development increase the overall performance of the organization (Shepard, Jon et al., 2003). Although it is costly to give training to the employees but in the long run it gives back more than it took (Flynn et al., 1995; Kaynak, 2003;

Heras, 2006. Therefore the purpose of the study is to prove the strong association between training and development programs organized by the organization and the employee overall performance.

### III. OBJECTIVES

The main purpose of this study was to investigate the effect of training and development program on employee performance and to make recommendations on how training & development program can be improved to support employee performance.

### IV. HYPOTHESIS

Ho: "There does not exist a significant relationship between employees training & development program me and employees' performance".

H1: "There is a significant relationship between employees training and development program me and employees' performance".

### V. RESEARCH METHODOLOGY

**DATA AND DATA SOURCE:** Both primary and secondary data were used in this research. Secondary data was gathered by referring research journal and suitable websites; while primary data was gathered through a structured questionnaire.

**SAMPLE SIZE OF THE STUDY:** Population means the totality of individuals from which some sample is drawn. (Ostle, 1963). The population of this study was various sector in Indore region. To achieve the objectives of the research 250 questionnaires were distributed among the employees of various sector in Indore region. In response 250 questionnaires were returned. The response rate was 100%. The questionnaire was designed on Likert 5 rating scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree and 5=Strongly Agree). To test the impact of the variables the data were analyzed through SPSS 16.

**SELECTION OF SAMPLE:** To conduct the research, respondents were selected from banking and financial institutions, hotel industry, IT sector, hospital and education industry in Indore. The organizations where the questionnaires were circulated included Medicaps university, Choithram hospital, Papaya tree hotel, Amarvillas hotel, CDN solutions, Bank of Baroda, ICICI Bank, Punjab national bank, Quazma solutions, Bajaj Allianz, Central bank of India, Swastika Investmart, Impetus, Cure well hospital, Infobeans, Apna avenue, Red Maple Mashal, Sayaji Enrise, SGK associates, IIM Indore, Prestige institute, Life line hospital. Simple random sampling technique was used in the study.

**THEORETICAL FRAMEWORK:** To implement the study various dependent, independent and moderating variables will be defined for theoretical framework. The independent variable is training & development program and employee performance is the dependent variable. The reason why these two variables have been chosen is to see the relationship between them. The questionnaire was designed to study the effect of training and development program on employee performance. The questionnaire included a total of 33 questions and was designed on Likert scale type from 1 to 5 such as strongly disagree, disagree, neutral, agree, and strongly agree.

**DATA ANALYSIS:** The data received from the respondents was analyzed with help of statistical software program SPSS-16. To test the hypothesis Pearson Correlation analysis and linear regression was conducted to examine whether the hypothesis was accepted or rejected.

### VI. ANALYSIS AND INTERPRETATION

#### FREQUENCY TABLE

Table 1.1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5	1	.4	.4	.4
	FEMALE	149	58.7	59.6	60.0
	MALE	100	39.4	40.0	100.0
	Total	250	98.4	100.0	
Missing	System	4	1.6		
Total		254	100.0		

It was found that out of 250 respondents, 149(58.7%) were female and 100(39.4%) were male respondents. So, the numbers of female respondents were more.

**Table 1.2 Age**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	36 +	121	47.6	48.4	48.4
	30-35	81	31.9	32.4	80.8
	26-30	37	14.6	14.8	95.6
	20-25	11	4.3	4.4	100.0
	Total	250	98.4	100.0	
Missing	System	4	1.6		
Total		254	100.0		

It was found that 47.6% respondents were of age group 36 years and about 31.9% were within the age group of 30-35.14.6% were of age group of 26-30 years and 4.3% lie within the range of 20-25 years. So, respondents from the age group of 36 years & above were the highest.

**Table 1.3 Education**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DOCTORATE	89	35.0	35.6	35.6
	POST-GRADUATE	51	20.1	20.4	56.0
	GRADUATE	106	41.7	42.4	98.4
	UNDERGRADUATE	4	1.6	1.6	100.0
	Total	250	98.4	100.0	
Missing	System	4	1.6		
Total		254	100.0		

This table represents that 35% of respondents have doctorate education.20.1% respondents have post-graduate education.41.7% were graduate and 1.6% were undergraduate. So the maximum respondents were graduate in education.

**Table 1.4 Experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15+	129	50.8	51.6	51.6
	11-15YRS	26	10.2	10.4	62.0
	6-10 YRS	73	28.7	29.2	91.2
	1-5 YS	22	8.7	8.8	100.0
	Total	250	98.4	100.0	
Missing	System	4	1.6		
Total		254	100.0		

This table showed that 50.8% of respondents were above 15 years of experience.10.2 % of respondents are within the range of 11-15 years of experience.28.7% of respondents were in the range of 6-10 years of experience.8.7% of the respondents have an experience of 1-5 years. Hence it was found that most of the respondents had experience of 15 years & above.

**Table 1.5 Organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	4	1.6	1.6	1.6
	GOVERNMENT	59	23.2	23.6	25.2
	PRIVATE	187	73.6	74.8	100.0
	Total	250	98.4	100.0	
Missing	System	4	1.6		
Total		254	100.0		

It was found that 23.2% of respondents were from government sector while 73.6% of the respondents were from private sector. So, number of Respondents from private organization were more.

**Table 1.6 Experience in Current Organization**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10YRS +	175	68.9	70.0	70.0
	6-10 YRS	18	7.1	7.2	77.2
	1-5 YRS	34	13.4	13.6	90.8
	LESS THAN 1	23	9.1	9.2	100.0
	Total	250	98.4	100.0	
Missing	System	4	1.6		
Total		254	100.0		

It was observed that 68.9% respondents had experience of 10 years and above in current organization. 7.1% respondents were within the range of 6-10 years. 13.4% of respondents were in range of 1-5 years and 9.1% of respondents had an experience of less than 1 year. Hence the maximum number of respondents had experience of 10 Years & above in current organization.

**Table 1.7 Type of Training**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	2	.8	.8	.8
	OFF THE JOB	26	10.2	10.4	11.2
	ON THE JOB	222	87.4	88.8	100.0
	Total	250	98.4	100.0	
Missing	System	4	1.6		
Total		254	100.0		

It is evident from the above table that 10.2% of the respondents preferred on the job training and 87.4% of the respondents preferred off the job training. Respondents who preferred off the job training were more. It was observed that 79.9% of the respondents found 15 days & above training duration sufficient, 8.3% of the respondents were satisfied with 11-15 days training, 4.7% of respondents had undergone 6-10 days training and only 5.5% of the respondents found 1 days training effective.

**Table 1.8 Training Duration**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15+	203	79.9	81.2	81.2
	11-15 DAYS	21	8.3	8.4	89.6
	6-10 DAYS	12	4.7	4.8	94.4
	1-5 DAYS	14	5.5	5.6	100.0
	Total	250	98.4	100.0	
Missing	System	4	1.6		
Total		254	100.0		

It has been observed that 79.9% of the respondents found 15 days & above training duration sufficient, 8.3% of the respondents were satisfied with 11-15 days training, 4.7% of respondents had undergone 6-10 days training and only 5.5% of the respondents found 1-5 days training effective.

**Table 1.9 Training Seriously**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1	.4	.4	.4
	NO	26	10.2	10.4	10.8
	YES	223	87.8	89.2	100.0

**Table 1.8 Training Duration**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	15+	203	79.9	81.2	81.2
	11-15 DAYS	21	8.3	8.4	89.6
	6-10 DAYS	12	4.7	4.8	94.4
	1-5 DAYS	14	5.5	5.6	100.0
	Total	250	98.4	100.0	
Missing	System	4	1.6		
Total		250	98.4	100.0	
Missing		System	4	1.6	
Total		254	100.0		

The table revealed that 10.2% of the employees don't take organization training seriously while 87.8% of employees take organization training seriously.

**Table 2.0 Organization Type**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HOTEL INDUSTRY	50	19.7	20.0	20.0
	IT	50	19.7	20.0	40.0
	PHARMACEUTICAL INDUSTRY	50	19.7	20.0	60.0
	ACADEMICS	50	19.7	20.0	80.0
	BANKING	50	19.7	20.0	100.0
	Total	250	98.4	100.0	
Missing	System	4	1.6		
Total		254	100.0		

Out of 250 respondents 50 were taken from each industry such as hotel, IT, hospital sector, academics and banking sector. 19.7% was participation from each sector.

**Table 3 Descriptive Statistics**

	Mean	Std. Deviation	N
HIGHEREMPLOYEEPRODUCTIVITYFINANCIALRETURN	4.22	.752	250
TRAININGDEVELOPMENTCONDUCTED	4.01	.794	250
TRAININGNEEDS	4.14	1.064	250
TRAININGDURATIONSESSION	3.96	.791	250
TRAINERINFORMATION	4.22	.899	250
TRAININGMATERIAL	3.98	.838	250
TRAININGENVIRONMENT	4.10	.970	250
TRAINEECANASKQUESTION	4.01	.850	250
TAININGOPPORTUNITY	4.02	.942	250
TRAININGFEEDBACK	4.08	.774	250
TRAININGPRIORITY	4.24	.885	250

The above table has been ranked on the basis of individual variable mean. It was found that most of the organization provides credit or priority to the trained employees as it has got highest mean of 4.24. In most of the organizations, adequate information was provided by the trainer during the session, its mean value was found to be 4.01. It was found that training needs were identified through formal training mechanism. Organization uses training layout and training environment according to training purpose was ranked next. Organization gives feedback on performance before and after training. However, unbiased training opportunity was comparatively less provided in various sectors that was revealed during the research analysis. It was found that most of the trainees cannot discuss openly at various issues. It was revealed that organizations did not conduct extensive training program for new & old employees at regular intervals. Most of the trainees were not fully satisfied with the training material provided by the organizations. Training duration was rated as insufficient by maximum respondents. Hence it is strongly recommended to various sectors to improve the training duration, provide adequate training material, opportunity must be given

to all trainees to discuss various issues openly with the trainer. It is also suggested that unbiased training opportunity must be given to all employees at various levels.

**Table 3.1 Item Statistics**

	Mean	Std. Deviation	N
EMPLOYEE PERFORMANCE QUANTITY QUALITY	4.08	.654	250
WORK COMMITMENTS PLANNING SKILLS KNOWLEDGE	4.28	.822	250
TASK COMPLETION	4.26	.855	250
NEW IDEAS	4.08	.738	250
WASTAGE OF TIME AND RESOURCES	4.02	.766	250
DECISION PROBLEM SOLVING	4.18	.844	250
COMMUNICATION SKILLS CONFIDENCE ENTHUSIASM	4.17	.743	250
STRONG WEAK POINTS	4.14	.817	250
COOPERATE PERFORMANCE	4.09	.846	250
PROMOTION TRAINING PROGRAMME	3.98	1.064	250
EMPLOYEE TURNOVER	3.88	.926	250
HIGHER EMPLOYEE PRODUCTIVITY FINANCIAL RETURN	4.22	.752	250
ORGANIZATIONAL GOALS	4.26	.775	250

It was found that training & development program organized by various sectors had a great impact on improved work commitments, planning & implementation skills and knowledge of employees. These programs also helped in completion of task as per schedule. It also resulted in higher employee performance, higher productivity and financial return for organization. Employees were able to make decision faster, their problem-solving skills, communication skills and enthusiasm also improved after training and development program. Employees were able to identify their strong and weak characteristics and were able to cooperate with others due to training and development program. Quantity and quality of work output increased, it also improved planning, commitments and implementation skills of employees. Training and development also helped to decrease wastage of time. However, it was found that these programs did not significantly helped in increase in pay & promotion of employees. But it reduced employee turnover in organization to some extent.

**Table 4.2 Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.865	.868	10

Reliability of training & development was done through Cronbach's Alpha. 10 items were included and Cronbach's alpha was determined as .865. The alpha value which was detected as higher than the threshold value of 0.7 proves that research scale was clearly understood by the participants and the question in the scale were not inaccurate.

**Table 4.3 Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.827	.829	13

Reliability of Employee performance was done through Cronbach's alpha was determined as .827. The alpha value which was detected as higher than the threshold value of 0.7, proves that the research scale was clearly understood by the participant and the question in the scale were not inaccurate.

**Table 5 Correlation Analysis**

		TOTAL TRAINING DEVELOPMENT SCALE	TOTAL EMPLOYEE PERFORMANCE
TOTAL TRAINING DEVELOPMENT SCALE	Pearson Correlation	1	.619**
	Sig. (2-tailed)		.000
	N	250	250
TOTAL EMPLOYEE PERFORMANCE	Pearson Correlation	.619**	1
	Sig. (2-tailed)	.000	
	N	250	250

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

From the above table it was found that there exists a significant positive correlation between training & development program conducted by the organization and the overall employee performance,  $r=0.619$ ,  $p<0.01$ . Hence null hypothesis is rejected and alternate hypothesis is accepted that there is a significant relationship between employees training and development programme and employees' performance.

**Table 6 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.619 <sup>a</sup>	.383	.380	4.79497	1.661

a. Predictors: (Constant), TOTALTRAININGDEVELOPMENT SCALE

b. Dependent Variable: TOTALEMPOYEEPERFORMANCE

The above model summary table shows the R value which is .619 same as correlation matrix. And the value of R Square is denoted as .383 which means that the independent variable training & development explained 38.3% of the dependent variable that is employee performance. Therefore, there exists a significant relationship between the two variables training & development and employee performance, hence null hypothesis is rejected. After applying the linear regression on the collected data to check the cause and effect relationship between the Training and Development (independent variable) and Employees Performance and (dependent variable) the above-mentioned result has been drawn.

**Table 6.1 ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3538.198	1	3538.198	153.890	.000 <sup>a</sup>
Residual	5701.946	248	22.992		
Total	9240.144	249			

a. Predictors: (Constant), TOTALTRAININGDEVELOPMENT SCALE

b. Dependent Variable: TOTALEMPOYEEPERFORMANCE

The above table interprets that the null hypothesis is rejected as the significance value of ANOVA turns out to be .000 which is greater than the probability standard 0.05. The probability of f-statistic shows the significance of the research. According to the standard if the p value is < 0.05 so than it is significant. In this study the above given table demonstrates the p value is 0.000 which is < 0.05 thus the model of the research is statistically significant. So, the independent variable of the study, training and development, has significant relationship with dependant variable of the study, employees' performance.

**Table 6.2 Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	27.818	2.103		13.228	.000		
TOTALTRAININGDEVELOPMENT SCALE	.633	.051	.619	12.405	.000	1.000	1.000

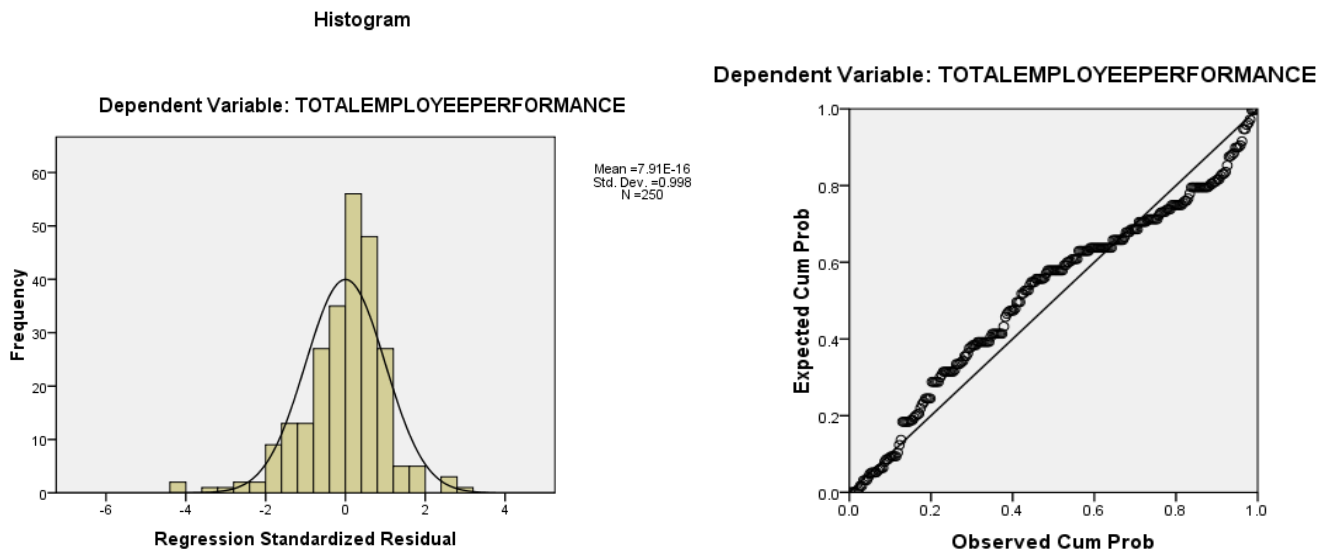
a. Dependent Variable: TOTALEMPOYEEPERFORMANCE

The above table coefficient entails the value B, Beta which is known as rate of change. Significance value is denoted as .000 which means there is a significant relationship between these two variables. By keeping other things constant, if there is 1 % variance in training & development it would result a change of 63.3% in employee performance which is a significant score. The un-standardized value of the mentioned table illustrates obviously that independent variable training and development has a positive impact on employees' performance in this study.

## Charts



## Normal P-P Plot of Regression Standardized Residual

**VII. CONCLUSION**

Based on preceding analysis and discussion, it can be concluded that training & development program organized by the institute in various sectors affect overall employee performance. Training and development are an important aspect of HRM. It is important for organization to get skilled and capable employees for better performance, and employees will be than competent when they have the knowledge and skill of doing the task. Training and development would provide opportunities to the employees to make a better career life and get better position in organization. In doing so, organizations efficiency would be increased. On the other hand, employees are the resources and assets of an organization if they are skilled and trained would perform better than those who are unskilled and untrained. Therefore, the purpose of this study was to find out the association between training and development and employees' performance. The study was aimed to examine impact of training & development program on employee performance and the study supports a strong positive relationship between them. On the other, training and development benefits individual employees through improved work commitments, planning & implementation skills and knowledge of employees. These programs also helped in completion of task as per schedule. It also resulted in higher employee performance, higher productivity and financial return for organization. Employees were able to make decision faster, their problem-solving skills, communication skills and enthusiasm also improved after training and development program. Employees were able to identify their strong and weak characteristics and were able to cooperate with others due to training and development program. Quantity and quality of work output increased, it also improved planning, commitments and implementation skills of employees. Training and development also helped to decrease wastage of time. However, it was found that these programs did not significantly helped in increase in pay & promotion of employees. But it reduced employee turnover in organization to some extent. It was found that most of the organization provides credit or priority to the trained employees as it has got highest mean of 4.24. In most of the organizations, adequate information was provided by the trainer during the session, its mean value was found to be 4.01. It was found that training needs were identified through formal training mechanism. Organization uses training layout and training environment according to training purpose was ranked next. Organization gives feedback on performance before and after training. However, unbiased training opportunity was comparatively less provided in various sectors that was revealed during the research analysis. It was found that most of the trainees cannot discuss openly at various issues. It was revealed that organizations did not conducted extensive training program for new & old employees at regular intervals. Most of the trainees were not fully satisfied with the training material provided by the organizations. Training duration was rated as insufficient by maximum respondents. Hence it is strongly recommended to various sectors to improve the training duration, provide adequate training material, opportunity must be given to all trainees to discuss various issues openly with the trainer. It is also suggested that unbiased training opportunity must be given to all employees at various levels.

**VIII. RECOMMENDATION:**

It is suggested that future research should include other variables such as monitoring and control of training result. Effective training methods should be used to make the desired impact on employee performance. The organization should allocate enough funds for employee training and development programs. Training and development programs can be used to effectively increase the learning and make use of developed skills during problem solving and their combined effect influences the employee performance and if they are properly planned then these factors can result into high performance by the employees and collectively resulting into organizational performance. Organizations must be cleared about the learning requirement of the employees. Therefore, both managers and employees must collaborate effectively and communicate the requisite for performance. For instance, if a training and development session is organized then it must be arranged and designed according to their need to enhance their capability to perform. However, its further states that the firms should invest in training programs to make their employees competent enough to face uncertainties and take effective decision in time, in order to remain competitive in the market.

## IX. LIMITATION OF THE STUDY

Major limitation of the study was that due to the time constraint only Indore region was studied.

## X.FUTURE IMPLICATION OF RESERACH

This study focuses on the association between training and development program and its influence on employee job performance. However, the design and implementation of training and development programs was not studied therefore this study can be further enhanced to explore that how training and development programs can be strategically designed and aligned with organizational goals to meet the desired performance. As training and development is a form of investment towards the employees to improve productivity, therefore this study can also be performed keeping in view the details of each variable which can be further explored in terms of return on investment on human capital and overall productivity of the firm. This research can be further explored in terms of impact of training and development on psychological factors such as attitude and behavior. Also, this study can be enhanced to see the role of training and development to create learning organizations. Finally concluding the whole research conducted it was found that training and development programs should be planned and implemented by organization for increasing skills in employees to increase overall employee performance.

## XI. REFERENCES

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