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Training and Development Affect Job Performance

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ABSTRACT: Employee training and development programs are crucial for a business to succeed. They're not only beneficial for employees who have a chance to improve their skills and develop new ones, but they're also beneficial for managers. With training and development programs managers may see enhanced productivity in their team, and an improvement in company culture.

Furthermore, they can even increase employee retention and lower employee turnover. This is exciting, as employee turnover can be rather costly, and it is perhaps unsurprising that employees who get regular opportunities to develop, learn, and progress into different roles within an organization are more likely to stay. Development and learning are found to be among the top factors in employees remaining engaged in their roles. But what exactly is employee development? It is the continuous effort to improve work performance through training sessions, coaching, and leadership mentoring. Whereas training is a specific event that passes new information onto employees and teaches them new skills, and is often given to new employees or employees who have recently been promoted.

Below, we'll go into more detail about how employee training and development improves the performance of your employees, improves productivity, assists in employee retention and decreases turnover, and how it can even improve company culture. We'll also discuss how you can create effective training and development opportunities within your organization.

KEYWORDS: training, job, performance, development, programs, affect

I.INTRODUCTION

Employee training and development programs are widely found to improve an employee's performance. Organizations offer many training and development opportunities for their employees, whether that be online courses, or in-person courses.

The most common types of training and development opportunities offered to employees are apprenticeships, management training, mentoring programs, new employee training, and sales training.[1,2,3]

But how exactly do these types of programs improve employee performance?

Prepares employees for new responsibilities: Whether employees are being trained in other roles, so they can better understand the responsibilities of their colleagues and develop a more holistic approach to the organization, or they are being trained, so they can move into new roles, training and development opportunities prepares employees for new responsibilities if they ever need to take them on.

Not only do training and development programs help employees develop the skills needed for their current roles, but can teach them leadership skills and other vital knowledge needed to progress in the future. Apprenticeship is a common form of training that recruits employees as trainees with the goal to progress them to a higher role.

Teaches employees about updates in the industry and technology: Training and development programs also keep employees up to date on changes happening in their industry, and on matters such as safety, ethics, or quality standards.

They can also teach employees about updated technology and new processes, as well as how to stay safe while using these systems, i.e. being aware of cybersecurity. Being up-to-date on what is expected of them within their role and becoming comfortable with new efficient technologies leads to better outcomes all round.

Prepares employees for remote working: As organizations move away from traditional office working, training and development focusing on working remotely effectively and teaching employees about new processes when working from home can make the transition from office working to home working smoother.

Refreshes employees' memories: While all new employees will receive training as part of the onboarding process, it is also beneficial for more tenured employees to have refreshers on basic training. What was taught to an employee when they first joined is often easier to understand once they're familiar with the organization and their role.

These updates also provide opportunities to refresh diversity, equity and inclusion training, and organizations often require annual training courses on issues such as legal compliance and anti-harassment policies.

Gives managers an opportunity to address performance: Training and development programs can assist managers in developing strengths and identifying weaknesses in their performance reviews.

These reviews often make suggestions on knowledge or skills which an employee should look to improve, and this can then be followed up with a training or development program. These programs also help employees identify areas in which they could improve, need support, or learn more.

Helps in developing soft skills: Employee training and development programs help to improve the soft skills that are crucial in adapting to changes in the workplace and wider society. Soft skills relate to people skills and communication skills, and how employees behave in the workplace.

Soft skills training can focus on emotional intelligence and resilience, which in turn contributes to workplace camaraderie and productivity. [4,5,6]

How Employee Training and Development Improves Productivity?

The benefits of training and development programs can also be seen in how they increase productivity. Employees who participate in effective training and development programs tend to work more efficiently, and to actually evaluate this improved productivity managers and HR departments can incorporate the below measures into their analyses.

Measure performance results: Evaluate outcomes of different tasks to determine how much an individual has improved.

Pre-training assessments and post-training assessments: Here you would have a discussion with your team members about what they expect from training and development programs, what they would like to get out of them, and how your organization can meet those expectations.

Analyzing data: You can consult data to see how much time was spent on a course, and how many people dropped out of the course to see how much employees are engaging with the programs offered.

Polls and tests: Organising polls and competitions within training programs can gauge how much employees are engaging and learning.

So now we know how we can measure the effectiveness of training, let's take a closer look at how exactly training and development programs increase productivity.

Improves task management: Training and development programs can help employees better manage tasks, both as individuals and within a team, and can also help them to develop a better understanding of processes. Once employees have developed the skills needed to perform effectively, they can spend less time trying to figure out how to complete a task.

Targets important skills: Training and development programs lets employers emphasize the skills and knowledge their employees need to have. These programs can also teach employees new skills or provide updates on existing skills that can boost productivity.

Promotes continuous improvement: Technology is moving rapidly and bringing more demands for upskilling. Training and development meets these demands and gives employees the opportunity to learn. This also encourages innovation among employees and encourages them to take risks and make suggestions to improve processes with less supervision.

Makes individuals more confident: Not only does training and development programs make employees more confident and sure of their knowledge and skills, but it instills confidence in their managers too. This makes for a more enthusiastic team, and encourages employees to be more accountable.

Clearly defines expectations: Training and development programs can help clarify the expectations that managers and the organization at large has for its employees. It encourages a culture based on performance, where employees are set achievable goals based on clear organizational objectives.

Promotes employee engagement: When an employee feels supported by their employer, it is unsurprising that they are more engaged in their role, enthusiastic, and motivated to work to a high standard. By providing training and development programs to their employees, an organization shows it is eager to support its employees in their careers.

How Employee Training and Development Helps To Retain Employees?

We have already mentioned how costly employee turnover is, and organizations are always eager to keep good employees on board. Providing training and development programs helps to reduce employee turnover.

Employees are more likely to move on from an organization if they feel like their employer is not engaged or invested in their training and development, and a lack of training and development is often what drives

employees to seek new opportunities elsewhere. Let's take a closer look at how training and development opportunities reduce employee turnover and encourage employee retention.[7,8,9]

Shows commitment to employment development and promotion: Providing regular and empowering training and development opportunities helps to keep employees motivated and satisfied in their roles, and opens up opportunities for promotion. A lack of career opportunities is a big factor in why many individuals leave their current jobs for new roles. Plus, investing in training and development programs is often less costly than hiring a new employee.

Promotes self-worth and reduces boredom: Providing opportunities is key in retaining employees. It is recommended to regularly train managers in how to keep their team members engaged and motivated, and how to make them feel appreciated. Training and development programs also help to reduce burnout, especially among long-serving employees. Providing opportunities for employees to grow and develop can rejuvenate your team and give them a fresh perspective on their work.

Promotes training as a benefit of the role: Training and development should always be seen as a huge benefit for employees, as it helps employees to feel part of the organization and develops their skills. Organizations who promote training and development programs as a benefit while recruiting are more likely to attract the best talent, encourage seasonal employees to return, and establish a positive workplace that is focused on praising others.

Employees who are given clear guidance about a role and what its processes and procedures are more likely to stay. Training and development programs help to provide this information clearly and make sure employees have the skills to carry out their roles accordingly and stick to the guidelines of the organization.

Creating Effective Employee Training and Development Opportunities

For training and development opportunities to be effective, employers should start by determining what skills and knowledge employees need in order to meet the goals of the organization. Once these have been determined the organizations can customize their training and development plans in line with the learning styles of their employees. Below we'll break down ways to create training and development programs that will get the best out of your employees.

Evaluate the impact on the organization: Managers should consider what effect they hope training and development programs will have on the organization. This will then determine the goals of these programs, and help organizations develop a strategy to support them.

Identify gaps in skills: Managers should also investigate how the performance of their employees is affecting the organization achieving its goals. Training should then address any gaps in skills that are impeding the progress of the organization. [10,11,12]

Choose learning methods: Organizations should take into account factors such as the backgrounds of their employees, their experiences, and learning preferences when creating their training and development programs. There are a couple of learning method options for training and development programs such as classroom learning, coaching and mentoring, online learning, simulations, and providing reading materials.

Assist in remote learning: Remote working is becoming more and more common and organizations need to make sure they are adjusting to that and providing training and development programs that can take place out of the office. Webinars, video conferences, and online forums help employees to learn no matter what they are. To reduce confusion, organizations should clearly outline what they expect from these experiences and set clear goals.

Assess the outcomes of training: Organizations should review their training and development programs after each activity. Assessing how employees experienced the training program and how they perform after it can help to improve these programs and encourage further learning.

Regardless of what training and development programs an organization has in place, they won't be effective unless continuous learning is accommodated and encouraged. Organizations should support a constant-development culture that can adapt to changes in their industry and provide appropriate relevant training that arises from that.

The benefits of training and development programs have a domino effect throughout the organization. Senior management are instilled with confidence in their team and can directly influence employee performance, and

employees gain more skills and become more engaged, which leads to more efficient working and job retention, and the organization sees more monetary gains because of it.

Training and development should be forward-looking, aligning with skills needed in the workplace in the future, and that will help the organization achieve their objectives. They should also be delivered in an innovative way that aligns with updates in technology.

II.DISCUSSION

Today every organization's top priority is to manage the human resources. The human capital of each organization must reach to the highest level for profit maximization and organizational growth. Many strategies have been implemented to increase the productivity of employees, such as job and organization design, public relations, staffing, motivation, rewards and training & development. Among these, Training & Development is the most significant factor required to obtain maximum output from the human resources. It can be used to improve or develop job related performance requirements of the employees. Let us explore the subject in detail.

Training & Development refers to a set of programs designed to enhance the Job Performance of the employees and organizational productivity. In the modern workplace, these efforts have taken on a broad range of applications, from training in highly specific job skills to long-term professional development, and are applicable to all sorts of employees ranging from line workers to the Chief Executive Officer. In the current business scenario where learning organization is the new buzzword, training & development has emerged as a major corporate function and is recognized as a profession with distinct theories and methodologies. It is a well accepted fact that an organization's success by and large depends on how well the employees are performing in their current role. Job performance of an employee depends on several factors such as motivation, commitment, and engagement but several researches have reinstated the fact that training & development plays the most significant part in improving performance of the employees.

Researchers, in past two decades have tried their best to establish a link between training & development and the job performance of an employee. The above mentioned matter can be best explained with the help of correlation and regression modeling. In this article, two research papers have been analyzed to establish the link between training & development and an employee's job performance.[13,14,15]

1. The Impact of Training and Development on Employees' Performance and Productivity

(A case study of United Bank Limited, Peshawar City, KPK, Pakistan)

A strong positive correlation ($R = 0.690$) was found between training & development and job performance. A decent R square of 0.476 in a psychological field is a clear indication that training & development greatly impacted the job performance of employees.

2. The Relationship between Training and Employee Performance

(The Case of Mutare City Council, Zimbabwe)

Here too, a nearly strong positive correlation ($R = 0.587$) was found between training & development and job performance. A R square of 0.344 in a psychological field is decent enough to say that training & development had an impact on the job performance of employees.

Reasons for improvement in the Performance of the Employees:

It can be easily inferred from the results of these two research papers that training & development is an important contributor in enhancing the employees' performance. A well designed and well implemented training & development program can help employees to build confidence and feel more empowered. Training & Development thus, improves the skill level of the employees which in turn improves the overall performance of the employees.

Now let us have a detailed look at why training & development improves the performance of the employees.

The reasons can be summarized as follows:

Enhanced Job Knowledge, Skills and Abilities:

Employees are unable to perform properly if they lack the necessary knowledge and skills required to do a particular job. Training & Development helps the employees in gaining the right set of skills and abilities to perform better and thus improve their performance. Training programmes also help the employees to improve their attitude towards the work, which is also an important factor necessary for improved performance.

Saving Time and Costs:

Poor performance of the employees happens when they are not sure about what, when and how they are supposed to do a particular task. Training helps to solve these performance problems by explaining the details of

the job and equipping the employees with the necessary skills to perform well. This reduces duplication of effort in the workplace and time spent in correcting the mistakes. Thus, it saves time and costs which in turn improves the employees' productivity.

Employee Satisfaction:

Training & Development of the employees improves the knowledge, skills and attitudes of the employees. Thus, they are more confident regarding their work which naturally improves their self-esteem and satisfaction levels. This new found satisfaction brings about a kind of organizational citizenship behavior in the employees. They work harder as they feel a part of the organization which results in their improved performance.

Self-Fulfilling Prophecy:

One of the larger aspects of training is the actual organizational focus on the employee to become better, either as a person or as a contributor to the organization. The attention by the organization coupled with increased expectations can lead to a self-fulfilling prophecy of enhanced output by the employee. According to Robert Kreitner and Angelo Kiniki, it's been shown that employees who receive regular, scheduled feedback, including training, along with an increase in expectations, actually have a higher level of worker output. This is referred to this as the Pygmalion Effect.

As observed, training & development is the single most important predictor of job performance. In modern times when human capital is the most important asset of an organization, job performance is utmost required for organizational success. Thus, we can easily conclude due to its direct positive correlation with job performance that training & development has become the one of the most important functions in an organization.

RESULTS

Below are the top 7 impacts of training and development on your employee's performance. Let's have a look and try to implement them in your firm efficiently.

1. Fostering better work-life balance

The essential driver for enhancing employee performance is providing sufficient opportunities. It is the sole duty of HRs and managers to keep their employees fully motivated, appreciated, and engaged in the work. Efficient talent management can help to prevent burnout situations in employees and help to maintain a work-life balance. The abundance of opportunities for career development rejuvenates employees and gives them a new outlook on their work.

2. Stronger teams

Maintaining the strength of your team is a must for achieving higher productivity. A weak team of employees can hinder the growth of the company. To remain ahead in the competition, companies have to invest their time in building stronger teams and playing to their strengths. Complete HRMS software helps employees to be flexible about the KPIs to set. The system allows teams to upload or add new skills, which others can endorse for the team members. When teams endorse one another's skills and leave reviews on the performance or project sheets, it brings more trust, honesty, and transparency. With these qualities, HR and functional managers are able to create stronger teams for a long time in the firm.

3. Employee empowerment

When HRs and managers are empowered within the workplace, they will be the best leader who can influence employees and gain their trust. The workforce will feel a greater sense of value, confidence, and autonomy within the workplace. When employees feel a higher level of empowerment, they will engage more in the workplace.

As they engage on the human resource management software's unified portal, they know who interacts with them regularly. That's how they earn the trust to share their opinions with one another. And once the engagement rate increases, it makes the workplace more interesting to work in.

One employee can end up empowering the other with just a comment, review, or suggestion. That's how teams grow their performance more purposefully and initiate the impact they originally estimated. [16,17,18]

4. Improved morale and job satisfaction

Keeping your employee motivated and satisfied all day is tough for an organisation. Several training activities are planned to make talent management fun, engaging, and interesting.

When employees get good training regularly, it creates a positive learning atmosphere and strengthens the skills of the workforce.

When employees are full of motivation and high morale, it will result in complete job satisfaction. With increased and improved job satisfaction, employees think more strategically and connect emotionally to the growth of the business.

5. Progressive company culture

When employees focus on the impact of training and development, they work hard to refine and redesign the corporate culture. HR managers can continuously nurture their talent in the team to focus on their daily goals and create good habits with consistency.

uKnowva HRMS software in India allows one to automate daily work like getting automated updates on which employee is uploading the document, blog, webinar, new video, or any news of the newsfeed. The system and the culture run on autopilot. It makes employees more disciplined in the given work environment, despite their working hours or workstations.

6. Positive performance outlook by employees

As technology is emerging at a higher rate, it is forcing the workforce to come out of their comfort zone and embrace progress. It brings new and challenging things so that employees grow and learn something new to keep themselves updated in the market. It brings risk with itself. To deal with the risk involved, corporate training comes into view. It can fill the gap, spread positive changes, and drive innovation in employees that may otherwise seem a little risky.

7. Lowered turnover rate

When your workforce is satisfied with your services, there is no worry about the turnover rate. It eventually reduces. If you want to improve your retention rate, arrange the talent development program timely so that you can build a competent workforce.

It will provide opportunities to those who want to develop their skills. Therefore, employees do not want to leave an organisation that offers great opportunities to level up their skills.

Efficiency and competency are achievable only through a powerful impact of training and development. If you want to design specific employee talent training, uKnowva is the best solution for meeting your talent development objectives with utmost consistency and agility.

IV.CONCLUSION

Positive Effects of Employee Training

When training is well-designed and effectively implemented, it can have several positive effects on employee performance.

Increased Efficiency

Good training programs make employees more efficient by enabling them to perform tasks faster. This efficiency leads to a reduction in the time taken to complete assignments, resulting in higher productivity.

Most employees want to do their job well when provided with training and advancement opportunities. Contrary, they may get frustrated and discouraged and underperform if they didn't get sufficient support during the onboarding process.

Enhanced Effectiveness

Training also enhances employee effectiveness by improving the quality of their work and elevating overall company results. Employees equipped with the right knowledge and skills can provide better outcomes in less time.

Continuous upskilling and training in the form of an eLearning program contribute to enhanced effectiveness because employees can implement the new knowledge related to their role, participate in the training of newer employees and generate better results for your business.

Negative Effects of Lack of Employee Training

Conversely, when training is inadequate or absent, it can have detrimental effects on employee performance.

Time Wastage

Insufficient training can waste employees' time and effort. In such cases, employees may struggle to understand concepts, leading to frustration and inefficiency. They might require more time to complete tasks, resulting in reduced productivity.

Employees who don't feel confident in their abilities often ask senior staff for help or approval, resulting in bottlenecks and wasted time for other employees at your organization.

Decreased Motivation

Lack of proper training can lead to a lack of motivation among employees. When employees feel ill-equipped to perform their roles, they may become disengaged and lose interest in their work. Without motivation, employees are less likely to strive for excellence, resulting in subpar performance.

By putting together an employee training program, you can empower your employees to perform at their best, which leads to higher employee engagement and retention.

The effect of training and development on employee performance cannot be overstated. Good training programs improve efficiency, effectiveness, and motivation, leading to enhanced productivity and better outcomes for both employees and organizations. On the other hand, the absence of adequate training can result in time wastage and reduced motivation, hampering employee performance.[19]

To ensure your organization benefits from effective training programs, it is essential to invest in high-quality training that addresses the specific needs of your employees. By doing so, you can witness a positive transformation in employee performance, efficiency, and motivation.[20,21]

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