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Impact of Training and Development Programs on Employee Performance at United Enterprise, South India

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Abstract
Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. The study aims to study and analyze the impact of training and development programs on employee performance at united enterprise as a sampled unit. For which it adopted a descriptive research design using survey method of questionnaire data collection among 150 simple random selected samples. The study adopted a standard statistical analysis and tools for testing and interpreting the results. Most of the respondents responded the importance of training programs for performance efficiency. They samples emphasized the needs analysis for trainings and frequent feedback and surveys. The study suggested that the company ought to make sure that the training programs should be structured in such a way that they are bound to enhance the knowledge levels of employees significantly. It is concluded that in order to attain sustainable levels of performance improvement, organizations should emphasize on enhancing the employee learning and development process as a continuous learning process.

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Keywords: Training and development, learning, performance of employees, training programs, training methods

1. Introduction

Training constitutes a basic concept in human resource development. It is concerned with developing a particular skill to a desired standard by instruction and practice. Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is the organized way in which organizations provide development and enhance quality of new and existing employees. Training is viewed as a systematic approach of learning and development that improve individual, group and organization (Goldstein& Ford, 2002) in Khawaja & Nadeem (2013). Thus it is the series of activities embarked upon by organization that leads to knowledge or skills acquisition for growing purposes. Thereby the training programs are contributing to the well being and performance of human capital, organization, as well as the society at large. According to Manju & Suresh (2011), training serves as an act of intervention to improve organization's goods and services quality in stiff the competition by improvements in technical skills of employees.

2. Literature Review

Nwali & Adekunle (2021) [12] studied how training and development affects the performance of the employees within the Small and Medium Scale Enterprise in Lagos, Nigeria with the purpose of finding out whether on the job and off the job training enhances performance. The authors gathered data to 260 of the owners and managers using simple random sampling and a quantitative research design through using structured questionnaires, which were statistically analyzed. This data has shown that both types of training made a significant contribution to the overall performance of the employees in terms of skills and motivation. According to the study, structured training programs could be applied in the organizations to increase employee productivity, and concluded that training and development are essential to enhance performance results.

Verma & Bajaj (2021) [15] carried out a research which was published in the International Journal of Management and Commerce to assess the new role that training and development are playing in improving employee performance and evaluation. The authors performed a review of the information pertinent to training investment and its effect on the workers capability and the organization objectives as to higher competencies and morale using a descriptive research approach. Though the research did not use large empirical sample, it was based on data and literature on the industry to conclude that training enhances knowledge, skills and job performance of the employees. The authors proposed that the effective performance measurement and training implementation results in improved long-term outcomes and came to the conclusion that the employee training and development are the major factors that influence performance improvement.

A. Adebayo & A. Salami (2021) sought to establish the effects of training and development on employee performance in manufacturing companies in Nigeria so as to find out the effects of training of the workplace on productivity and job competence. The aim of the study was to determine the connection between training practices and the performance outcome where 200 employees were picked through stratified random sampling. Data collection was done using structured questionnaires and was analyzed by use of descriptive statistics and regression analysis. Results revealed that frequent training had a great impact on the level of skills, motivation and performance of the employees. The authors recommended that organizations need to invest in training programs continuously and came to the conclusion that effective training and development has a positive effect on the performance of employees.

M. Khan & S. Usman (2021) [8] tested the response to structured training interventions on employee performance and learning outcomes in the banking field, to find out whether training has an effect on the overall production of the employees. The study utilized simple random sampling since it had a sample consisting of 180 staff members and gathered the data via the possibility of a standardized questionnaire. The quantitative research method used was that of correlation and regression analysis. The findings revealed a positive correlation that was very high among training efforts and employee performance particularly in service delivery and problem-solving skills. The authors suggested that training material should be reviewed periodically and concluded that training about strategy makes employees competent and increase their job performance.

Sellar (2022) [14] carried out a quantitative research to examine the impact of training and career development on employee performance amongst 150 executives of private banks operating in the Colombo district, through structured questionnaires and hierarchical regression analysis to answer the purpose of whether training and development have an effect on employee performance. The respondents of the study were selected using simple random sampling. The results revealed that training and career development had significant and positive effects on the performance of employees with job satisfaction moderating the effects. The authors recommended that organizations need to increase investment in training and career development in order to better the outcomes of employees. The research found that training and career support are important to the performance of employees in financial institution.

3. Objectives

1. To study the impact of training and development programs on employee performance at United Enterprises
2. To analyze the effectiveness of training and development programs prevailing in the company
3. To evaluate the impact of training and development on employee performance at the company

4. Research Methodology

4.1. Data and Collection Procedure

The study adopted descriptive research design includes the primary data that was collected from sample respondents of employees who working at United Enterprises which is one of the leading general engineering industries functioning with branches in Tamilnadu notably Coimbatore city with around 900 employees workforce. The study applied questionnaire survey method for data collection. The employees were directly met and explained about the research study and requested to fill the questionnaire. The questionnaire in both format hardcopy and electronic form was distributed to randomly select 207 employees who are supervisory and technical level employees. Finally, only 150 sample responses were collected with the response rate of 73% and others were omitted due to improper response.

4.2. Data Collection Tool

The study adopted questionnaire tool for conducting survey among the respondents. The tool was framed using literature reviews and with the theoretical support. Further the tool was evaluated by the supervisor. The tool comprises three parts with 29 items across three constructs — Training and Development Programs (5 items), Employee Learning and Development (5 items), and Impact on Employee Performance (14 items) — alongside 5 demographic profile items.

4.3. Reliability Statistics of The Tool

Reliability test is a statistical tool used to measure the consistency and stability of a set of items in a qu**e**stionnaire. One of the most commonly used measures is Cronbach's Alpha for reliability. This evaluates the internal consistency of the framed items of scale. Reliability values range from 0 to 1, where higher values indicate greater consistency. Generally, a value above 0.70 is considered acceptable, above 0.80 is good, and above 0.90 is excellent. The reliability value of the entire 29 item scale is 0.986 which is above 0.900 that shows a significant level of consistency among the items. The identified reliability value evidences the consistency of the tool that is to be taken into account for conduct of study.

4.4. Data Analysis

The study adopted used standard statistical tools and techniques for data analysis like chi square, correlation and regression model. For the hypothesis testing and interpreting the analysis SPSS software was used.

4.5. Demographic Frequency

Most of the 43.3% of respondents are in the age group of 26-35 years, the age group of respondents who are 54.0% are male, who are the 52.0% of the respondents have under graduation qualification, 29.3% of the respondents earning below 2 LPA and 43.3% of the respondents have more than

3 years of work experience who responded to the assumption that the training and development has significant relationship with their performance in work.

Table 1: Demographic frequency of the respondents

Variable	Category	Frequency	Percentage (%)
Gender	Male	69	46.0
	Female	81	54.0
Age Group	26–35 years	75	42.4
	36–50 years	43	24.3
Education	Under Graduate	78	52.0
	Post Graduate	72	48.0
Experience	<1 years	4	2.7
	1 - 2year	65	43.3
	3–5 years	24	16.0
	Above 5 years	57	38.0
Annual Income	<2 LPA	44	29.3
	2 – 3 LPA	37	24.7
	3 – 5 LPA	31	20.7
	Above 5 LPA	38	25.3

Source: Primary data / compiled from SPSS output

4.6. Frequency on Training Programs

Most of the 35.3% of respondents are strongly disagree towards the organization conducts training programs regularly, 36.0% of the respondents disagree towards the training programs are well planned and structured, 34.0% of the respondents are strongly disagree towards training objectives are clearly communicated before the program, 38.7% of the respondents are strongly disagree towards the content of training is relevant to the job requirements, 34.7% of the respondents are strongly disagree towards the training methods used are appropriate and effective, 40.0% of the respondents are disagree towards training programs improve the knowledge level, 32.0% of the respondents are strongly disagree towards to apply the skills learned from training in the job, 36.7% of the respondents are disagree towards training programs increase the confidence at work, 30.7% of the respondents are disagree towards the organization supports continuous learning and development, 38.0% of the respondents are disagree towards feeling motivated to learn after attending training programs.

4.7. Frequency on the Relationship of Training Programs on Performance

Most of the 40.0% of respondents disagree towards training programs improve the overall job performance, 39.3% of the respondents disagree towards productive quality increased after attending training, 33.3% of the respondents disagree towards training helps to complete tasks more efficiently, 34.0% of the respondents disagree towards the quality of the work improved due to training, 30.7% of the respondents disagree towards training reduces errors in the work, 35.3% of the respondents disagree towards training programs enhance the problem-solving skills, 35.3% of the respondents disagree towards helps to adapt quickly to changes in the workplace, 30.7% of the majority of the respondents are neutral towards training improves the ability to meet job targets effectively, 35.3% of the respondents disagree towards training programs increase the confidence in handling job responsibilities, 34.7% of the respondents disagree towards training improves the decision-making ability at work, 39.3% of the respondents strongly disagree towards training helps to work more effectively in a team, 39.3% of the respondents disagree towards training programs enhance the communication skills at work, 37.3% of the respondents disagree towards training enables to perform the job with greater accuracy and consistency, 37.3% of the respondents are neutral towards training programs improve the ability to manage time effectively at work.

5. Results and Discussion

5.1. Association of Training and Development Programs with Performance of Employees

There are many research studies evidenced the association of training and development programs with the performance of employees in the workplace. This study also assumed and tested the same relationship and evidenced the same. The significant level of association suggests to the organization the need and importance of training and development for the performance efficiency of employees. Further it emphasizes the types of trainings and purpose of the training for developing employees.

H_1: There is no association of training and development programs and employee performance.

Table 2: Association of training and development with performance of employees

Employee Performance	Value	df	Sig.
Pearson Chi-Square	150.848[a]	156	< .001
Likelihood Ratio	120.244	156	
Linear-by-Linear Association	.196	1	
N of Valid Cases	150		

Source: Primary data / compiled from SPSS output

5.2. Relationship of Learning and Development with Performance of Employees

The study assumed the linear positive relationship of learning and development of employees in the workplace settings with employee performance. The study evidenced the same. This shows that organizations creating platform for work related learning that results in development of employees in skills, building attitude and boosting morale that significantly results in performance like effort taking, problem solving and motivation and commitment.

H_2: There is no significant relationship between employee learning and development and employee performance.

Table 3: Relationship of learning and development with performance of employees

Variable	Employee learning and development	Impact on employee performance	Sig
Employee learning and development	1	0.137	.000***
Impact on employee performance	0.137	1	
N	150	150	

Source: Primary data / compiled from SPSS output

The Pearson correlation coefficient shows a significant level of relationship of learning of employees and development with performance of employees in work. It shows that an increase in learning that creates a relative changes in performance level. The result suggests to the organization the importance of learning and strategic focus on developing employees for performance efficiency and output.

5.3. Impact of Training & Development Programs on Employee Performance

H_3: There is no significant impact of training and development programs on employee performance.

The study assumed and tested the impact of training and development programs conducted in the sampled units on the performance of employees. The study evidenced the same. The result exhibits the impact of training programs on employee performance as a dependent variable at significant level ($p < .005$, 95% confidence level), the variance explained by regression coefficient of 0.520. This shows that the training and development programs what the organization arranges that significantly impact on learning of employees and resulting performance efficiency among employees.

Practical implications - the research study lists out the practical implications to the sampled unit in enhancing the efficiency of the training and development programs focusing developing employees for reaching sustainable goals of the sampled unit. The study result aids the management in knowing the significance of linking training programs to the organizational goals to attain improved employee performance Noe, R. A. (2020). The results of frequency on training programs and efficiency among employees makes the sampled unit to understand the gaps that exist in the current training practices and make requisite adjustments to improve employee learning and development Mandal. P et al (2025). The study results helps the sampled unit to follow the implications that are a) perfect planning for need-based training programs by conducting the needs analysis across the functional areas and technical areas Mgeta, C. (2025)., b) the study recommends the need for skill-based training programs in technical areas and managerial areas that enhance the productivity and the quality of work, c) the research highlights the need to constantly assess the results of the training by conducting feedback from employees and conducting survey so that they are effective, d) it emphasizes the investments in new training practices and technologies to achieve improved results Noe, R. A. (2020). Moreover, the findings of the study can guide decision-makers in developing the strategies to enhance the efficiency of the employees, their motivation, and the overall performance of the organization.

6. Limitations

The restricted sample size of employees is not enough to reflect the whole population, restricted to a certain geographical location that limits the extrapolation of the findings to other geographical locations, restricted to a few variables, other latent variables may influence the employee performance, the obtained information on opinions of respondents may be subject to bias or inaccuracy.

7. Conclusion

The study concluded that training and development programs are important in improving the performance of employees when well planned, implemented and aligned to organizational needs. Effective training programs can greatly enhance employee knowledge, skills and general learning which in turn leads to improved job performance and productivity. The success of such programs however, is hinged on relevance of the content, employee participation and constant review. Poor training regimes may inhibit staff development, and decrease the overall organizational efficiency Mgeta, C. (2025). It is also concluded that in order to attain sustainable levels of performance improvement, organizations should emphasize on enhancing the employee learning and development process as a continuous process. Organizations can ensure that the training initiatives they have adopted can be optimized by adopting modern training techniques, regularly evaluating the results of training programs Noe, R. A. (2020) and also by addressing any gaps that may be present in such training programs. The strategic approach to training and development not only improves the performance of an individual but is also a contributing factor to the long term organizational success and competitiveness.

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