



## Research Article


# A Study on Significance of Training and Personnel Development on Organization's Performance and Productivity

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Abstract	Manuscript Information
<p>This study examines how employee performance inside firms is impacted by training and development (T&amp;D). As organizations face the complexities of an economic environment that is competitive, investing in human resources via efficient training initiatives is more crucial. This study aims to investigate the connection between employee performance metrics and training and development initiatives. with particular emphasis on mediating factors such as occupational contentment and involvement. The results indicate that properly designed training initiatives significantly enhance employees' skill levels, job satisfaction, and overall effectiveness. The report also highlights common obstacles that companies encounter when executing effective T&amp;D initiatives.</p> <p>This study functions as a valuable resource for corporate leaders seeking to improve workforce capabilities through training and development programs. It provides insights and practical recommendations.</p>	<ul style="list-style-type: none"> <li>▪ <b>ISSN No:</b> 2583-7397</li> <li>▪ <b>Received:</b> 17-05-2025</li> <li>▪ <b>Accepted:</b> 04-06-2025</li> <li>▪ <b>Published:</b> 10-06-2025</li> <li>▪ <b>IJCRM:</b>4(3); 2025:338-343</li> <li>▪ <b>©2025, All Rights Reserved</b></li> <li>▪ <b>Plagiarism Checked:</b> Yes</li> <li>▪ <b>Peer Review Process:</b> Yes</li> </ul> <p><b>How to Cite this Manuscript</b></p> <p>Dadariya S, Jadiya H, Rohan R. A Study on Significance of Training and Personnel Development on Organization's Performance and Productivity. Int J Contemp Res Multidiscip. 2025;4(3):338–343.</p> <p><b>Access this Article Online</b></p>  <p><a href="http://www.multiarticlesjournal.com">www.multiarticlesjournal.com</a></p>

**KEYWORDS:** Human Capital Management, Organizational Effectiveness, Job Satisfaction, Employee Performance, and Training and Development.

## INTRODUCTION

In an increasingly competitive business climate, firms use a variety of strategic initiatives to increase efficiency and maintain market share. Among these measures, T&D has become critical for increasing employee competence and performance. Giving staff members the abilities, know-how, and competencies that are suitable for their positions and the objectives of the company is the main objective of training and development initiatives. As businesses change to meet the complex demands of the marketplace, the importance of investing in human capital grows, as it serves as the foundation for generating long-term competitive advantages.

In an increasingly competitive business environment, companies employ a number of strategic efforts to boost efficiency and maintain market dominance. Among these measures, training and development (T&D) have emerged as crucial for improving employee competence and performance. Providing employees with the knowledge, abilities, and skills required for their roles and the goals of the company is the main goal of development and training activities. As businesses evolve to meet the complex needs of the marketplace, investing in human capital becomes increasingly important since it serves as the foundation for developing long-term competitive advantages.

The correlation between training as well as worker productivity is well established in scholarly research. Numerous studies have found that well-executed training programs improve employee performance by strengthening abilities, increasing motivation, and promoting job satisfaction. For example, Franklin Dang Kum *et al.* (2014) <sup>[2]</sup> demonstrated how effective training and development may contribute to increased productivity inside enterprises". Furthermore, "Afaq Ahmed Khan *et al.* (2016) <sup>[3]</sup> found a direct association between employee satisfaction and the quality of training delivered, implying that satisfied employees are more likely to perform well". Such findings highlight the importance of organizations prioritizing effective T&D programs.

Despite the widely acknowledged benefits of training and development, many companies continue to struggle with implementation. Some fail to appreciate the need to adapt training programs to their workforce's specific demands or the changing dynamics of their operational settings. Others may resort to cost-cutting techniques that reduce training quality, resulting in a mismatch between employees' abilities and job requirements. This misalignment not only hurts organizational performance; however, it may also adversely affect employee retention and engagement.

### Significance of the Study

Analyzing how learning and growth significantly affect employee performance, particularly how effectively designed T&D programs can increase workplace productivity and satisfaction with job, is the primary goal of our research.

Analyzing recent literature and relevant case studies is this study's primary goal.

1. What effect do training programs have on workers' performance?
2. In what ways does employee happiness influence training and performance results?

Through these questions, the study aims to offer important insights that can assist organizational leaders in creating T&D programs that are in line with business goals and employee aspirations. The results highlight how crucial it is to invest in learning and development as a component of human resource management that has a big impact on overall organizational success. By assessing the connection between learning and development and worker performance across multiple industries, this study will add to the body of knowledge already in existence. It will also offer helpful guidance to companies committed to enhancing the abilities of their employees.

### Study Scope

This study looks at how important training and development are to improving worker performance in contemporary businesses. As companies cope with increasingly competitive and dynamic environments, the importance of building human capital through structured training grows. With a focus on mediating factors like job satisfaction as well as employee engagement, the study examines the relationship between successful training and development initiatives and important performance indicators. It examines literature from a variety of industries, including telecoms and small-scale businesses, to determine the universal significance of T&D. Additionally, the study highlights impediments to establishing successful training programs and provides practical recommendations for overcoming them. The study's goal is to give significant insights for HR professionals and leaders looking to establish strong talent management practices by relating T&D to organizational effectiveness and employee motivation. The study emphasizes how important ongoing staff development is to maintaining competitiveness, productivity, and long-term success.

### OBJECTIVES OF THE STUDY

- To investigate how employee performance in firms is directly impacted by training and development.
- To evaluate the role that job satisfaction plays as an intermediary between T&D and performance outcomes.
- To determine the typical obstacles that firms have when putting into practice successful T&D initiatives.
- To offer suggestions and insights unique to the sector for maximizing training and development programs.

## Review Matrix

**Table 1:** Training & Development as a Tool for Enhancing Employee Performance

S. No	Author(s)	Year	Key Findings	Citation
1	"Franklin Dang Kum <i>et al.</i> "	2014 <sup>[2]</sup>	"Training is essential for improving employee capacity, abilities, and performance. Inadequate training causes low production."	"(Franklin Dang Kum, 2014) <sup>[2]</sup> "
2	"Saqib Ahmad <i>et al.</i> "	2014 <sup>[5]</sup>	"All firms benefit from training, which improves employee performance and leads to greater success."	"(Saqib Ahmad, 2014) <sup>[5]</sup> "
3	"Mohammed Raja Abdulraheem Sal"	2016	"Training and development are essential components of high-quality human resources and have a direct impact on productivity."	"(Salah, 2016) <sup>[6]</sup> "
4	"Md. Mobarak Karim <i>et al.</i> "	2019 <sup>[7]</sup>	"A trained staff is critical to corporate success. Training is essential in today's world."	"(Md.Mobarak Karim, 2019) <sup>[7]</sup> "
5	"Umar Sanda"	2024 <sup>[11]</sup>	"Training considerably enhances performance in SSEs; shorter refresher programs are recommended."	"(Sanda, 2024) <sup>[8]</sup> "

**Table 2:** Training & Development and Job Satisfaction

S. No	Author(s)	Year	Key Findings	Citation
6	"Afaq Ahmed Khan <i>et al.</i> "	2016 <sup>[3]</sup>	"Training increases job satisfaction, which leads to better performance. A substantial link was discovered."	"(Afaq Ahmed Khan, 2016) <sup>[3]</sup> "
7	"Mohammed Nura Adamu <i>et al.</i> "	2022 <sup>[10]</sup>	"In a changing workplace, training helps to fill skill shortages and boost production."	"(Mohammed Nura Adamu, 2022) <sup>[10]</sup> "
8	"Maimuna Muhammad Nda & Dr. Rashad Yazdani Fard"	2013 <sup>[1]</sup>	"Training and development assist firms in adapting to change and improving staff agility. Proper management of these initiatives yields long-term results."	"(Fard, 2013) <sup>[1]</sup> "

**Table 4:** Quantitative Evidence of T&D Impact on Performance and Productivity

S. No	Author(s)	Year	Key Findings	Citation
9	"Neelam Tahir <i>et al.</i> "	2011 <sup>[9]</sup>	"Statistical approaches were used to assess the impact of training and development on employee performance and productivity."	"(Neelam Tahir, 2014) <sup>[9]</sup> "
10	"Ann P. Bartel"	1989 <sup>[14]</sup>	"According to empirical research, formal training boosts labor productivity; this is especially typical in tech-forward and promotion-focused organizations."	"(Bartel, 1989) <sup>[14]</sup> "
11	"Ali Halawi & Nada Haydar"	2018 <sup>[12]</sup>	"Even experienced employees benefit from training and development to improve their performance and capabilities."	"(Haydar, 2018) <sup>[12]</sup> "

**Table 4:** Training Design and Methodology Influence Performance

S. No	Author(s)	Year	Key Findings	Citation
12	"Fatini Hanim Mohamed Taufek, Mazlina Mustafa"	2018 <sup>[8]</sup>	"Using hypotheses, we investigated the impact of training and development, on-the-job training, design, and delivery modalities on performance."	"(Fatini Hanim Mohamed Taufek, 2018) <sup>[8]</sup> "
13	"Ashikhube Humphrey Otuko <i>et al.</i> "	2013 <sup>[13]</sup>	"Mumias Sugar Company investigated the relationship between training dimensions such as needs assessment and content and performance."	"(Ashikhube Humphrey Otuko, 2013) <sup>[13]</sup> "
14	"Joel Rodriguez, Kelley Walters"	2017 <sup>[4]</sup>	"Training improves involvement, morale, and capacities; leaders should use methodical techniques to performance evaluation."	"(Joel Rodriguez, 2017) <sup>[4]</sup> "

## Discussion and Analysis -

The results of a secondary data study on how training and development (T&D) affect worker performance and job satisfaction are shown in this section. Both theoretical and empirical studies have looked closely at the connection between employee performance and T&D. In order to clarify how T&D programs impact employee performance, the variables that moderate this relationship, and the implications for businesses seeking to increase productivity, this literature review aggregates essential findings from numerous research studies.

### 1. "The Value of Training and Development"

T&D are progressively seen as essential elements of management of human resources. According to Dr. Rashad Yazdani Fard and Maimuna Muhammad Nda (Fard, 2013) <sup>[1]</sup>, businesses that invest in effective T&D procedures see both short-term and long-term increases in productivity. While development focuses on potential career growth and aligns employees' goals with those of the organization, training helps

employees get the necessary skills to enhance their job functions. In order to guarantee that human capital stays productive and relevant in the face of shifting market needs, this dual approach to T&D is essential.

### 2. "Impact on Employee Performance"

Numerous studies show that T&D programs improve employee performance. For example, research conducted by Franklin Dang Kum (2014) <sup>[2]</sup> at ESCON demonstrates that insufficient training leads to considerable productivity losses, but effective T&D increases employees' intellectual ability and applicable abilities, hence enhancing performance. (Afaq Ahmed Khan, 2016) <sup>[3]</sup> emphasizes that employees who receive good training are more satisfied with their jobs, which leads to improved performance results. These results highlight how important training is for improving staff competencies and commitment to company success.

### 3. “Mediating Factors: Job Satisfaction”

Job happiness has become a significant mediator in the correlation between T&D opportunities and employee performance. This result is in line with research by Neelam Tahir *et al.* (2014) <sup>[9]</sup>, who found that trained people who are more satisfied with their jobs perform better and are more productive. Research indicates that firms must guarantee training positively impacts employee motivation and happiness, alongside focusing on the skills imparted.

### 4. “Barriers to Effective Training and Development”

Notwithstanding the recognized advantages of T&D, numerous enterprises encounter challenges in implementation. Prevalent problems identified in the literature encompass inadequate funding, a misalignment of training courses with corporate objectives, and an insufficient evaluation of training requirements. In favor of For example, Mobarak Karim *et al.* (2019) <sup>[7]</sup> (Md.Mobarak Karim, 2019) <sup>[7]</sup> argue that firms must use systematic techniques to evaluate the performance of their T&D programs in order to ensure alignment with employee and organizational needs. This ensures that training efforts yield substantial performance improvements.

#### 4.1 Overview of Findings -

A review of the literature shows some significant conclusions on the connection between training and development and employee performance. The primary concerns include:

- Staff performance is enhanced by effective training initiatives.
- The relationship is mediated by job satisfaction, whereby effective training raises job satisfaction, which in turn boosts worker performance.

#### 4.2 Visualization of key Findings –

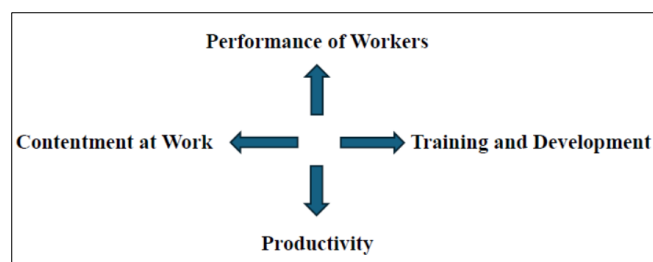


Fig 1: The connection between employee performance, job satisfaction, and T&D

This diagram shows the chain of events whereby good training raises job happiness, which in turn raises worker productivity and performance.

#### 4.2 Discussion of Relationships

The results show a strong correlation between training and development programs and employee performance outcomes. According to the analysis,

- **Direct Effect of Training on Performance:** Research consistently demonstrates that effectively executed training initiatives enhance certain competencies and skills, leading to improved performance indicators. For instance, Fard (2013) <sup>[1]</sup> emphasizes that businesses that make effective T&D investments realize significant increases in productivity.
- **Mediating Role of Work Satisfaction:** The results show that training and development programs and employee performance outcomes are strongly correlated. Afaq Ahmad Khan *et al.* (2016) <sup>[3]</sup> discovered that employees who underwent training reported elevated job satisfaction, which correlated with enhanced performance and task fulfillment. A motivational factor that encourages people to use their skills to enhance job performance is job happiness.
- **Key Achievement Factors:** A number of studies point to the importance of corporate culture, leadership backing, and training material relevance in influencing T&D effectiveness and employee results. In order to maximize the benefits of T&D operations, Joel Rodriguez (2017) <sup>[4]</sup> highlights the significance of rigorous performance evaluation approaches.

#### 4.4 Interpretation of Results

The results indicate a robust and consistent association between enhanced employee performance and training and development. This outcome aligns with other studies in the domain, emphasizing the significance of T&D in augmenting employees' skill sets as well as job satisfaction. Many studies, including those by Afaq Ahmad Khan *et al.* (2016) <sup>[3]</sup> and Joel Rodriguez (2017) <sup>[4]</sup>, have found that well-designed training efforts improve both performance outcomes and job satisfaction, resulting in a positive feedback loop that benefits organizations.

Furthermore, this study agrees with Fard (2013) <sup>[1]</sup>, who claims that insufficient training leads to project failures and decreased productivity. The findings confirm that firms that emphasize training and invest in targeted development programs for their employees can significantly increase overall performance and responsiveness to market needs.

#### 4.5 Consequences for Human Resource Practices and Organizations

The analysis's conclusions have a number of significant qualifications for businesses and HR procedures:

- **Investment in Training Programs:** As a strategic component of human resource management, organizations must place a high priority on funding comprehensive training and development initiatives. Companies can strengthen and foster a more competent workforce by providing organized training that is aligned with employee responsibilities and corporate objectives.
- **Give Specific Attention to Job Satisfaction:** It's important to comprehend how job satisfaction functions as a mediator. Systems for employees to regularly offer feedback on their training experiences should be included in HR policy. This will facilitate the adjustment of programs to more effectively



address employee needs and enhance satisfaction. Developing a culture that prioritizes both professional and personal growth can boost worker engagement.

- **Systematic Evaluation of Training Effectiveness:** Organizations should use systematic techniques to assess the efficacy of T&D projects. This includes establishing clear performance metrics and regularly assessing the influence of training on performance for individuals as well as organizations. Such assessments can assist identify areas for development and guarantee that T&D investments produce satisfactory results.

#### 4.6 Limitations of the Study

Although the findings offer significant insights, many limitations must be acknowledged:

The analysis is entirely dependent on secondary sources, which may have biases inherent in the original studies or lack thorough empirical data

The reviewed literature may not encompass all recent research or developing trends in employee training and performance & development.

#### 5. Recommendations and Suggestions -

The following practical suggestions are put forth for companies looking to improve their T&D programs in order to increase employee productivity and work satisfaction in light of the results of the research:

##### 5.1 Implement Regular Training Programs

Organizations ought to implement systematic offering recurring training courses that are suited to the individual requirements of staff members and in line with business goals. The programs should include:

- **Onboarding Training:** Newly hired employees should receive extensive onboarding training to become acquainted with business culture, policies, and their specialized duties.
- **Continuous Skills Development:** Employee training sessions should be arranged on a regular basis to cover changing skills and knowledge relevant to their roles. This may include workshops, e-learning modules, and lectures given by industry professionals.

##### 5.2 Establish Feedback Mechanisms

Integrating feedback mechanisms is essential for evaluating training programs' effectiveness and improving employee satisfaction. Organizations should:

- **Post-Training Surveys:** Conduct surveys immediately following training sessions to get feedback from participants on topic relevancy, trainer effectiveness, and overall satisfaction. This feedback can be used to drive modifications and improvements in future sessions.
- **Quarterly Performance Reviews:** Implement regular performance reviews that include conversations about training requirements and development objectives. This ensures that employees' individual goals are aligned with

organizational objectives and indicates areas for additional training.

##### 5.3 Benchmark Performance Indicators

To gauge the effectiveness of T&D initiatives, organizations should establish clear performance indicators and benchmarks that can track progress over time. These may include:

- **Employee Performance Metrics:** Create key performance indicators (KPIs) that are linked to specific training outcomes, such as productivity increases, job competency levels, and project completion rates.
- **Job Satisfaction Surveys:** Regularly use standardized survey instruments to assess employee job satisfaction. Correlating these findings to training participation can demonstrate T&D's impact on general morale and retention.

##### 5.4 Promote Collaborative Learning and Guidance

Organizations can cultivate a culture of information dissemination and collaboration by promoting peer learning as well as mentorship initiatives. This can maximize the impact of training by:

- **Mentorship Programs:** Set up structured mentorship programs in which experienced employees guide newer or less experienced colleagues. Such interactions can help with skill development and give individualized support.
- **Peer-Led Training Sessions:** Encourage employees to contribute their knowledge during peer-led training sessions. This fosters teamwork and a sense for community among team members in addition to improving the learning process.

##### 5.4 Proposed Benefits for Organizations -

To leverage this Analysis, organizations can take several strategic steps to augment their education and growth initiatives, yielding significant benefits:

- **Tailored Training Programs:** Develop development and training initiatives that align with employee requirements and the strategic objectives of the organization. Tailored programs ensure that employees gain the skills and knowledge required for their jobs, which has a direct impact on performance.
- **Continuous Learning Culture:** Foster a culture of perpetual learning across the organization. Motivate staff to engage in continuous training opportunities, which not only improves their skills but also increases morale, engagement, and retention.
- **Feedback Mechanisms:** Implement systematic feedback methods to assess employees' experiences with training programs. This can lead to improvements in training delivery and content, ensuring that programs are still relevant and successful.
- **Performance Assessment:** Use performance indicators to ascertain how training affects worker output and contentment. By linking T&D initiatives to measurable performance metrics, organizations can gain a better understanding of the return on investment

## CONCLUSION

Using a range of literature sources, this study evaluated how T&D affected worker performance and job satisfaction. The investigation's main conclusions show a strong correlation between improved employee performance and successful training and development programs, highlighting numerous important insights:

This study concludes by reiterating the significance of T&D in affecting worker satisfaction and performance. The analysis of recent studies unequivocally demonstrates that targeted and well-organized T&D programs increase worker capabilities, output, and job satisfaction. A vital factor that connects training activities and performance outcomes is specifically work satisfaction. Additionally, businesses are more likely to experience long-term growth, innovation, and competitive advantage if they support ongoing learning and invest in staff development. Lastly, developing a learning culture elevates training and development from an operational role to a strategic imperative, empowering individuals and fostering organizational performance

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