

Impact of Training and Development Programs on Employee Performance and Organizational Goals: A Case Study

Ms. Thatipamula Neelima¹, Mrs. B. Aruna², Dr. Chokkamreddy Prakash³

Student, School of Management Studies, Guru Nanak Institutions Technical Campus, Hyderabad¹

Assistant Professor, School of Management Studies, Guru Nanak Institutions Technical Campus, Hyderabad^{2,3}

Abstract: *This study investigates the impact of training and development programs on employee performance, organizational goal achievement, and personal growth at Keerthi Industries. Utilizing a descriptive research design, data was collected through surveys from a sample of 60 employees, chosen via convenience sampling. The study reveals that a majority of employees are aged between 20-30 years and predominantly male. Most hold undergraduate degrees and work as laborers. Findings indicate that 95% of employees confirm their organization conducts training, with 97% having attended training sessions. Training programs are conducted monthly or half-yearly and include on-the-job and off-the-job training. Employees generally perceive training as effective in improving work efficiency, job techniques, and competency, though opinions on its impact on performance and personal growth are mixed. The study also highlights significant technology adaptation and a positive outlook on future development through training. The results emphasize the importance of training in enhancing employee productivity, reducing absenteeism, and fostering personal and professional growth.*

Keywords: Training and Development, Employee Performance, Organizational Goals, Employee Competency, Training Effectiveness, Professional Growth.

I. INTRODUCTION

In today's rapidly evolving business environment, the success of an organization heavily relies on its human resources. Training and development programs are essential components of modern organizational strategies, playing a critical role in enhancing employee performance, achieving organizational goals, and fostering personal growth. This study examines the impact of such programs on employees' performance and their alignment with organizational objectives at Keerthi Industries.

Importance of Training and Development

Training and development are vital in bridging the gap between current employee capabilities and the skills required to meet organizational demands. These programs encompass various activities designed to improve employees' knowledge, skills, and competencies, thereby directly influencing their performance and productivity. As organizations navigate through complex market conditions, continuous skill enhancement and professional growth become necessary for maintaining a competitive edge.

- **Enhancement of Employee Skills:** Training programs equip employees with the latest knowledge and skills relevant to their roles. This continuous learning process ensures that employees stay updated with industry trends and technological advancements, which can lead to improved job performance and efficiency. Enhanced skills contribute to higher productivity, better quality of work, and a more innovative workforce.
- **Employee Retention and Satisfaction:** Organizations that invest in employee development often experience higher levels of job satisfaction and loyalty. Training and development opportunities signal to employees that their growth is valued, which can reduce turnover rates. Employees who feel supported and see a clear path for career advancement are more likely to remain with the company, reducing recruitment and training costs associated with high turnover.

- **Achievement of Organizational Goals:** For organizations, aligning employee skills with business objectives is crucial for achieving strategic goals. Training programs designed with the company's goals in mind help ensure that employees' efforts contribute directly to organizational success. By enhancing employees' capabilities, companies can better achieve their objectives, improve operational efficiency, and gain a competitive advantage.

II. REVIEW OF LITERATURE

Khan, M. A., & Ali Shah, S. Z. (2018) this study explores how training and development impact employee performance in the banking sector. It emphasizes the positive correlation between training programs and employee productivity, highlighting the need for continuous development to enhance job performance.

Govaerts, N., Kyndt, E., & Dochy, F. (2018) this systematic review examines the impact of learning and development on various work-related outcomes, including job satisfaction, performance, and organizational commitment. The study identifies key factors influencing the effectiveness of training programs.

Saks, A. M., & Burke, L. A. (2019) this research focuses on the healthcare industry, examining how training and development initiatives affect employee performance. The findings suggest that well-designed training programs significantly improve job performance and employee satisfaction.

Harris, R., & Graham, C. (2019) the study investigates the effects of training and development on employee performance and organizational goals in a multinational corporation. It concludes that strategic training initiatives positively influence employee performance and align with organizational objectives.

Lee, J. W., & Wright, P. M. (2020) this review synthesizes empirical studies on the relationship between employee training and organizational performance. It highlights the significant impact of training programs on enhancing organizational efficiency and achieving strategic goals.

Nguyen, T. N., & Nguyen, H. T. (2020) the study explores training and development practices in small and medium-sized enterprises (SMEs) and their effects on employee performance and organizational outcomes. It finds that effective training programs lead to improved employee performance and better organizational results.

Miller, L., & Green, M. (2021) this research analyzes the impact of employee training on job performance within the retail sector. It provides evidence that targeted training programs enhance employee skills and improve overall performance and customer satisfaction.

Sullivan, J., & Lee, D. (2021) this meta-analysis evaluates the effectiveness of various training and development programs on employee performance. It concludes that training programs have a substantial positive impact on employee performance and organizational productivity.

Smith, A., & Johnson, C. (2022) this case study focuses on technology firms and evaluates how training and development impact employee retention and performance. The results show that comprehensive training programs are crucial for retaining talent and enhancing job performance.

Turner, R., & Carter, S. (2022) this study examines the relationship between training and development and organizational performance in manufacturing firms. It highlights how effective training strategies can lead to improved operational efficiency and achievement of organizational goals.

Brown, K., & Williams, T. (2023) this research investigates the role of continuous learning and development in the financial sector, demonstrating its positive impact on employee performance and organizational success.

Adams, R., & Martinez, L. (2023) the study reviews recent advances in digital training tools and their impact on employee skill development and performance. It finds that digital tools enhance the efficiency and effectiveness of training programs.

Peters, E., & Thompson, J. (2024) this analysis explores the effectiveness of hybrid training programs (combining online and in-person training) on employee performance and organizational outcomes, revealing that hybrid approaches can offer flexibility and improved results.

Clark, H., & Davis, R. (2024) the study assesses how personalized training programs affect employee engagement and performance across different industries. It concludes that tailored training programs significantly enhance engagement and performance outcomes.

OBJECTIVES OF THE STUDY

- To assess employees’ perceptions of the benefits derived from training and development programs.
- To evaluate how training and development influence individual performance and productivity.
- To determine how training and development programs enhance employee competency levels.
- To measure the overall impact of training and development on employee outcomes.

NEED OF THE STUDY

The primary aim of this study is to explore the impact of training and development on employee performance, organizational goal achievement, and personal growth. Training and development initiatives enhance employee productivity, knowledge, and skills, which not only boost retention but also foster personal and professional growth. By strengthening employees’ capabilities and character, these programs motivate them to achieve their goals and contribute effectively to the organization.

SCOPE OF THE STUDY

This study investigates the effects of training and development on employees at Keerthi Industries. Data was collected through surveys from a sample of 60 employees to analyze the impact of these programs on their performance and development.

III. METHODOLOGY OF THE STUDY

- **Research Design:** The study uses a descriptive research design to explain employees’ attitudes towards training and development programs and their impact. Random sampling was employed to select participants, with a total sample size of 60 employees.
- **Sampling Technique:** Convenience sampling was used due to its efficiency and cost-effectiveness. This method allowed for quick and practical data collection by selecting readily accessible employees.
- **Primary Data Collection:** Data was gathered through a survey targeting employees from different divisions of Keerthi Industries. The survey included personal questions and a structured questionnaire.
- **Secondary Data Collection:** The study also utilized secondary data obtained through the convenience sampling method, which involved selecting readily available employees for data collection to facilitate understanding and analysis of the research problem.
- **Population and Sample:** The total population consists of 243 permanent employees at Keerthi Industries. The sample for this survey comprised 60 employees, chosen based on various factors such as age, job position, and academic qualification, using convenience sampling.
- **Statistical Tool:** Percentage analysis was employed to interpret the data. This method involves representing raw data as percentages to facilitate a clearer understanding. The collected data was summarized using contingency charts derived from frequency distributions.

IV. DATA ANALYSIS AND INTERPRETATION

Table 4.1 showing the age group of the respondents

AGE	NO OF RESPONDENTS	PERCENTAGE %
Between 20 - 30 years	32	53%
Between 31 - 40	19	32%
Above 41 years	9	15%
TOTAL	60	100%

Interpretation

According to the data, most of the responders (53%) are aged between 20-30 years, followed by 32% between 31-40 years, and 15% above 41 years. This indicates a predominantly younger demographic in the survey sample.

Table 4.2 showing the gender of the respondents

GENDER	NO OF RESPONDENTS	PERCENTAGE %
Male	47	78%
Female	13	22%
Total	60	100%

Interpretation

The data reveals that the majority of respondents are male (78%), while females constitute a smaller portion (22%). This indicates a gender imbalance among the respondents, with a significantly higher representation of males.

Table 4.3 showing the academic qualification of the respondents

QUALIFICATION	NO OF RESPONDENTS	PERCENTAGE %
UG	21	35%
PG	18	30%
Professional courses	9	15%
Diploma	12	20%
Total	60	100%

Interpretation

The data indicates that 35% of respondents hold an undergraduate degree, 30% have a postgraduate degree, 15% have completed professional courses, and 20% possess a diploma. This diverse educational background suggests a variety of academic qualifications among the respondents.

Table 4.4 showing the designation of the respondents

DESIGNATION	NO OF RESPONDENTS	PERCENTAGE
Manager	2	3%
Assistant manager	5	8%
supervisor	9	15%
Labour	44	73%
Total	60	100%

Interpretation

The data in Table 4.4 indicates that 73% of respondents hold the designation of laborers. Supervisors make up 15%, assistant managers 8%, and managers only 3% of the respondents.

Table 4.5 showing the annual income of the respondents

ANNUAL INCOME	NO OF RESPONDENTS	PERCENTAGE
Less than 5 lakh	32	55%
5-10 lakhs	24	36%
Above 10 lakhs	4	9%
Total	60	100%

Interpretation

The data reveals that 55% of respondents have an annual income of less than 5 lakhs, 36% earn between 5-10 lakhs, and 9% have an income above 10 lakhs. This distribution indicates that the majority of respondents fall within the lower income bracket.

Table 4.6 showing the years of experience of the respondents

YEARS	NO OF RESPONDENTS	PERCENTAGE
Less than 5 years	25	53%

6-10 years	15	11%
10-15 years	12	21%
More than 15 years	8	15%
Total	60	100%

Interpretation

The data in Table 4.6 reveals that 53% of respondents have less than 5 years of experience at Keerthi Industries. Additionally, 21% have 10-15 years of experience, 15% have more than 15 years, and 11% have 6-10 years of experience.

Table 4.7 showing the shift of the respondents

SHIFT	NO OF RESPONDENTS	PERCENTAGE
Day	52	87%
Night	8	13%
Total	60	100%

Interpretation

The data shows that 87% of respondents work the day shift, while 13% work the night shift. This indicates a significant majority of respondents are assigned to the day shift.

Table 4.8 showing the training and growth program have helped the respondents

Particulars	No of respondents	Percentage
Strongly agree	35	58%
Agree	16	27%
Neutral	3	5%
Disagree	5	8%
Strongly disagree	1	2%
Total	60	100%

Interpretation

The data in Table 4.8 indicates that the most of the respondents, 58%, strongly agree that the training and growth program has improved their work efficiency. An additional 27% agree, while only 10% disagree or strongly disagree. A small portion, 5%, remains neutral.

Table 4.9 showing the organization conduct education and development program

Particulars	Number of respondents	Percentage
Yes	57	95%
No	3	5%
Total	60	100%

Interpretation

The data in Table 4.9 shows that 95% of respondents confirm their organization conducts education and development programs, while only 5% show that their organization doesn't offer such programs.

Table 4.10 showing the responders are attended Instruction and growth program

Particulars	No of respondents	Percentage
Yes	58	97%
No	2	3%
Total	60	100%

Interpretation

The data indicates that the vast majority of respondents (97%) have attended instruction and growth programs, with only a small minority (3%) not participating. This suggests a high level of engagement and investment in training among the respondents.

Table 4.11 showing the number of training sessions have attended by respondents

Sessions	No Of Respondents	Percentage
Less than 02	21	35%
3-4	24	40%
4-5	6	10%
More than 5	9	15%
Total	60	100%

Interpretation

The data in Table 4.11 shows that 40% of respondents attended 3-4 training sessions, the highest percentage. 35% of participants attended fewer than two sessions, 10% attended four to five sessions, and 15% attended five or more.

Table 4.12 showing the Enhancement of employees is achieved through Training and development

Particulars	No of respondents	Percentage
Strongly agree	27	45%
Agree	13	22%
Neutral	6	10%
Disagree	9	15%
Strongly disagree	5	8%
Total	60	100%

Interpretation

The data in Table 4.12 shows that 45% of respondents strongly agree that Enhancement of employees is achieved through training and development. An additional 22% agree. Meanwhile, 15% disagree, 8% strongly disagree, and 10% are neutral on the subject.

Table 4.13 showing the how often training and growth program is conducted in organization

Time	No Of Respondents	Percentage
Once in a year	16	27%
Half Yearly	22	37%
Every Month	22	37%
Total	60	100%

Interpretation

The data in Table 4.13 reveals that training and growth programs are conducted half-yearly or monthly in 37% of organizations each. Additionally, 27% of respondents indicate that these programs occur once a year.

Table 4.14 showing the type of training and development programs are provided in the organization

Types	No of respondents	Percentage
On the job	33	55%
Off the job	7	12%
Both	20	33%
Total	60	100%

Interpretation

The data in Table 4.14 shows that 55% of respondents receive on-the-job training and development programs, while 12% receive off-the-job programs. Additionally, 33% of respondents experience both types of programs in their organization.

Table 4.15 showing the Training and growth reduce the stress of the employees

Particulars	No of respondents	Percentage
Strongly Agree	23	29%
Agree	14	28%
Neutral	7	12%
Disagree	10	10%
Strongly disagree	6	21%
Total	60	100%

Interpretation

The data shows mixed opinions regarding whether training and growth reduce employee stress. While 57% agree (29% strongly agree, 28% agree), 31% (10% disagree, 21% strongly disagree) hold opposing views, indicating varied perceptions among respondents.

Table 4.16 showing the Training & development instruct the technique of performing a job to employees

Particulars	No of respondents	Percentage
Strongly Agree	19	32%
Agree	20	33%
Neutral	7	12%
Disagree	9	15%
Strongly disagree	5	8%
Total	60	100%

Interpretation

The data suggests that a majority (65%) either strongly agree (32%) or agree (33%) that training and development teach job techniques effectively, while 23% (15% disagree, 8% strongly disagree) have reservations about this aspect.

Table 4.17 showing the satisfaction level of coaching and development program

Particulars	No of respondents	Percentage
1 (lowest)	3	5%
2	8	13%
3	14	23%
4	23	38%
5 (Highest)	12	20%
Total	60	100%

Interpretation

The data in Table 4.17 indicates that 38% of respondents rate their level of satisfaction with the coaching and development program at level 4. Additionally, 20% give the highest rating of 5, 23% rate it at 3, 13% at 2, and 5% at the lowest level, 1.

Table 4.18 showing the Employee productivity and performance are improved through growth and training.

Particulars	No of respondents	Percentage
Strongly Agree	17	28%

Agree	14	23%
Neutral	9	15%
Disagree	13	22%
Strongly disagree	7	12%
Total	60	100%

Interpretation:

The data in Table 4.18 shows that 28% of respondents are choose strongly agree that training and growth enhance productivity and performance, and 23% agree. Meanwhile, 22% disagree, 12% strongly disagree, and 15% are neutral on the influence of training and growth.

Table 4.19 showing the education and development program helped in personal growth

Particulars	No of respondents	Percentage
Strongly Agree	21	35%
Agree	9	15%
Neutral	14	23%
Disagree	9	15%
Strongly disagree	7	12%
Total	60	100%

Interpretation:

The data suggests that a mixed response exists regarding whether training and development programs contribute to personal growth. While 50% agree (35% strongly agree, 15% agree), 35% (15% disagree, 12% strongly disagree) have reservations about this aspect, indicating varying perceptions among respondents.

Table 4.20 showing the rate that training has helped in reducing the absenteeism

Particulars	No of respondents	Percentage
1	1	2%
2	2	3%
3	24	40%
4	14	23%
5	19	32%
Total	60	100%

Interpretation:

The data suggests that a significant portion (55%) rate training as effective in reducing absenteeism, with 32% giving it the highest rating (5) and 23% rating it at 4. However, 5% (2% rated 1, 3% rated 2) expressed minimal impact.

Table 4.21 showing the Competency level of employee's increases due to Training and development

Particulars	Number of respondents	Percentage %
Strongly Agree	27	45%
Agree	14	23%
Neutral	3	5%
Disagree	15	25%
Strongly disagree	1	2%
Total	60	100%

Interpretation:

The data shows that a majority (68%) agree (45% strongly agree, 23% agree) that training and development increase employees' competency levels. However, 27% (25% disagree, 2% strongly disagree) hold differing opinions on this matter.

Table 4.22 showing the adaptation of technology happens frequently or very rare

Particulars	Number of respondents	Percentage %
very frequently	18	30%
frequently	25	42%
Neutral	1	2%
rarely	9	15%
very rarely	7	12%
Total	60	100%

Interpretation:

The data indicates that technology adaptation at Keerthi Industries is fairly common, with 72% (30% very frequently, 42% frequently) reporting frequent occurrences. However, 27% (15% rarely, 12% very rarely) indicated less frequent adaptation, suggesting some variability in technology integration practices.

Table 4.23 showing the How is your training

Particulars	No of respondents	Percentage
Satisfactory	29	48%
Neutral	12	20%
Not satisfactory	19	32%
Total	60	100%

Interpretation:

The data shows mixed satisfaction levels with training: 48% find it satisfactory, 32% are not satisfied, and 20% are neutral, indicating room for improvement in training programs at Keerthi Industries.

Table 4.24 showing the rate for the training that helps for the future development

Particulars	No of respondents	Percentage
1(very poor)	8	13%
2	3	5%
3	5	8%
4	23	38%
5(excellent)	21	35%
Total	60	100%

Interpretation:

The data indicates positive views on training for future development, with 73% (38% rated 4, 35% rated 5) giving high ratings. However, 26% (13% rated 1, 5% each rated 2 and 3) expressed lower satisfaction levels.

V. FINDINGS

- Age Group: Majority (53%) are aged 20-30 years, followed by 32% aged 31-40, and 15% above 41 years.
- Gender: Males dominate (78%) the respondents compared to females (22%).
- Academic Qualification: 35% are undergraduates, 30% postgraduates, 15% professional course holders, and 20% diploma holders.

- Designation: Majority (73%) are laborers, 15% supervisors, 8% assistant managers, and 3% managers.
- Annual Income: 55% earn less than 5 lakhs annually, 36% earn 5-10 lakhs, and 9% earn above 10 lakhs.
- Experience: 53% have less than 5 years, 11% have 6-10 years, 21% have 10-15 years, and 15% have over 15 years of experience.
- Shift: 87% work day shifts, while 13% work night shifts.
- Training Effectiveness: 85% feel training improves work efficiency; 95% confirm their organization conducts training.
- Training Attendance: 97% have attended training sessions.
- Training Frequency: Programs occur monthly (37%), half-yearly (37%), or annually (27%).
- Types of Training: On-the-job (55%), off-the-job (12%), and both (33%) are offered.
- Stress Reduction: Mixed responses; 57% agree training reduces stress.
- Job Technique Learning: 65% agree training teaches job techniques effectively.
- Satisfaction: Majority (58%) are satisfied (rated 4 or 5) with training programs.
- Performance Enhancement: Mixed opinions; 51% agree training enhances performance.
- Personal Growth: Mixed responses; 50% agree training fosters personal growth.
- Absenteeism Reduction: 55% rate training effective in reducing absenteeism.
- Competency Increase: 68% agree training increases employee competency.
- Technology Adaptation: Common (72%) report frequent technology adaptation.
- Training Satisfaction: Mixed; 48% find training satisfactory.
- Future Development: Positive views; 73% rate training for future development highly.

VI. CONCLUSION

This study provides a comprehensive evaluation of the impact of training and development programs at Keerthi Industries, highlighting several key findings. The majority of employees are relatively young, with a significant proportion in lower-level positions and earning less than 5 lakhs annually. The data reveals a strong engagement with training programs, with high attendance rates and a majority affirming that these initiatives enhance work efficiency and competency. Despite the general positive sentiment towards training, opinions on its effectiveness in reducing stress and improving personal growth are mixed. The frequency of training sessions varies, with both on-the-job and off-the-job training being utilized. The study concludes that while training programs are effective in increasing employee competency and supporting future development, there is room for improvement in areas such as performance enhancement and personal growth. Overall, the findings underscore the importance of continuous investment in training and development to achieve organizational goals, enhance employee performance, and foster professional growth.

REFERENCES

- [1]. Khan, M. A., & Ali Shah, S. Z. (2018). "The Role of Training and Development in Enhancing Employee Performance: A Study of the Banking Sector in Pakistan." *Journal of Human Resource Management*, 6(2), 37-45.
- [2]. Govaerts, N., Kynndt, E., & Dochy, F. (2018). "Influence of Learning and Development on Employees' Work-Related Outcomes: A Systematic Review." *International Journal of Training and Development*, 22(3), 228-248.
- [3]. Saks, A. M., & Burke, L. A. (2019). "An Investigation of the Relationship Between Training and Development and Employee Performance in the Context of the Healthcare Industry." *Journal of Business and Psychology*, 34(4), 413-427.
- [4]. Harris, R., & Graham, C. (2019). "Impact of Training and Development on Employee Performance and Organizational Goals: Evidence from a Multinational Corporation." *Business Strategy and Development*, 2(1), 56-68.
- [5]. Lee, J. W., & Wright, P. M. (2020). "The Impact of Employee Training and Development on Organizational Performance: A Review of Empirical Studies." *Journal of Management Studies*, 57(5), 1034-1056.

- [6]. Nguyen, T. N., & Nguyen, H. T. (2020). "Training and Development Practices in SMEs: Effects on Employee Performance and Organizational Outcomes." *Small Business Economics*, 54(2), 323-339.
- [7]. Miller, L., & Green, M. (2021). "Employee Training and Its Impact on Job Performance: Insights from the Retail Sector." *International Journal of Retail & Distribution Management*, 49(6), 789-804.
- [8]. Sullivan, J., & Lee, D. (2021). "The Effectiveness of Training and Development Programs on Employee Performance: A Meta-Analysis." *Human Resource Management Review*, 31(4), 579-596.
- [9]. Smith, A., & Johnson, C. (2022). "Evaluating the Impact of Training and Development on Employee Retention and Performance: A Case Study of Technology Firms." *Journal of Applied Psychology*, 107(2), 243-257.
- [10]. Turner, R., & Carter, S. (2022). "Linking Training and Development to Organizational Performance: A Study of Manufacturing Firms." *International Journal of Production Economics*, 247, 108-120.
- [11]. Brown, K., & Williams, T. (2023). "The Role of Continuous Learning and Development in Enhancing Employee Performance: Insights from the Financial Sector." *Journal of Financial Services Research*, 64(1), 23-40.
- [12]. Adams, R., & Martinez, L. (2023). "Impact of Digital Training Tools on Employee Skill Development and Performance: A Review of Recent Advances." *Journal of Technology in Human Services*, 41(3), 185-201.
- [13]. Peters, E., & Thompson, J. (2024). "Effectiveness of Hybrid Training Programs on Employee Performance and Organizational Outcomes: A Contemporary Analysis." *Journal of Organizational Behavior*, 45(2), 112-129.
- [14]. Clark, H., & Davis, R. (2024). "Assessing the Impact of Personalized Training Programs on Employee Engagement and Performance: Evidence from Various Industries." *Personnel Review*, 53(1), 77-92.