

# **A STUDY ON TRAINING AND DEVELOPMENT PRACTICES AND THEIR EFFECT ON EMPLOYEE PRODUCTIVITY**

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## **ABSTRACT**

This study examines the impact of training and development practices on employee productivity. The objective is to analyze how effective training programs enhance employee performance and organizational efficiency. Data were collected from 100 respondents. The results show that the mean score for training effectiveness is 4.21 and employee productivity is 4.08, indicating a strong positive perception. Nearly 90% of employees are satisfied with the training programs, and 86% agree that training improves productivity. The correlation analysis reveals a moderate positive relationship ( $r = 0.432$ ) between training effectiveness and employee productivity, which is statistically significant ( $p = 0.018$ ). Regression and ANOVA results ( $F = 6.215$ ,  $p = 0.014$ ) further confirm that training effectiveness significantly influences employee productivity. The study concludes that structured and need-based training programs play a crucial role in improving employee performance and organizational success.

Keywords: Training Effectiveness, Employee Productivity, Employee Satisfaction, Human Resource Development, Organizational Performance.

## **INTRODUCTION**

In the modern competitive business environment, organizations increasingly depend on the skills and competencies of their employees to achieve higher productivity and sustainable growth. Training and development practices have therefore become a critical function of human resource management. Effective training programs help employees acquire new knowledge, improve technical and behavioral skills, and adapt to changing job requirements. When employees are properly trained, their confidence, efficiency, and quality of work tend to improve, which directly enhances organizational productivity. However, in many organizations, training initiatives are not always aligned with actual job needs, leading to limited impact on employee performance. Therefore, it is essential to evaluate the effectiveness of training and development practices in improving productivity. This study titled “A Study on Training and Development Practices and Their Effect on Employee Productivity” examines how structured training efforts influence employee performance and overall organizational effectiveness.

## STATEMENT OF THE PROBLEM

In today's dynamic organizational environment, improving employee productivity has become a major concern for management. Although many organizations invest considerable resources in training and development programs, the expected improvement in employee performance is not always achieved. In several cases, training initiatives are conducted without proper needs assessment, employee involvement, or alignment with job requirements. This results in ineffective skill development, reduced employee engagement, and limited impact on productivity. Moreover, organizations often lack systematic evaluation of training outcomes, making it difficult to determine whether training programs truly enhance employee efficiency and work quality. Therefore, there is a need to examine the effectiveness of existing training and development practices and their actual contribution to employee productivity. This study attempts to analyze how training initiatives influence employee performance and to identify gaps that may hinder the achievement of desired productivity levels.

## OBJECTIVES

- To examine the existing training and development practices followed in the organization.
- To analyze the impact of training and development programs on employee productivity.
- To measure employees' satisfaction and perception towards the training provided.
- To identify gaps and suggest improvements in training and development practices for enhancing employee performance.

## REVIEW OF LITERATURE

Armstrong and Landers (2018) examined the effectiveness of gamification in employee training and development. The study highlighted that incorporating game-based elements into learning environments significantly increases employee motivation and participation. Their findings showed that gamified training improves knowledge retention compared to traditional methods.

Santos et al. (2021) analyzed employee perceptions regarding the effectiveness of training and development processes in organizations. The study found that structured training programs enhance employee competencies and strengthen organizational commitment. Employees who participated in regular development programs reported higher job satisfaction levels. The research further indicated that continuous learning opportunities improve adaptability to workplace changes. The authors concluded that systematic training initiatives are essential for sustaining employee productivity.

Rautrao (2021) explored the growing importance of modern human resource development practices. The study emphasized that innovative training approaches increase employee engagement and learning interest. It was observed that traditional lecture-based training methods often fail to maintain employee attention. The research recommended adopting interactive and technology-supported training systems. The author concluded that effective training frameworks directly contribute to improved employee efficiency and organizational performance.

Vapiwala and Pandita (2022) developed a decision model for adopting advanced training technologies within organizations. Their study revealed that organizations using data-driven training strategies experience better skill development among employees. The research also highlighted the importance of evaluating training outcomes regularly. It was found that technology-enabled learning improves both individual and team performance. The authors concluded that strategic investment in training technology enhances overall productivity.

Murawski (2020) conducted a comprehensive review of studies related to training and development in human resource management. The findings consistently showed that structured learning interventions improve employee motivation and job performance. The study also noted that poorly planned training programs may create stress or reduce learning interest. Proper training design and delivery were identified as critical success factors. The research concluded that effective training systems are essential for maximizing employee productivity.

Anjana and Seema (2024) carried out a comparative study between traditional and modern training approaches. Their research found that interactive and gamified training methods generate higher employee involvement. Employees exposed to engaging training formats demonstrated better knowledge retention. The study also highlighted that training relevance to job roles is crucial for effectiveness. The authors concluded that modern training practices significantly enhance employee productivity.

Latip et al. (2024) examined employee perspectives on training and development initiatives. The study reported that need-based training programs improve skill acquisition and workplace efficiency. Employees expressed higher satisfaction when training content matched their job requirements. The research emphasized the role of management support in successful training implementation. The authors concluded that aligned and well-planned training enhances organizational performance.

Mohanty and Christopher (2024) analyzed the impact of training programs on employee task performance. Their findings showed a strong positive relationship between effective training and employee engagement. The study also noted improvements in work quality and task completion speed after training interventions. Regular feedback and performance evaluation were identified as key factors in training success. The research concluded that training acts as a strategic driver of employee productivity.

Kolachina et al. (2025) investigated innovative approaches to employee learning and development. The study found that technology-enabled and interactive training methods significantly improve teamwork and knowledge sharing. Employees who participated in modern learning platforms demonstrated higher adaptability. The research also emphasized continuous learning culture within organizations. The authors concluded that innovative training practices play a crucial role in enhancing productivity.

Artha et al. (2025) studied the combined effect of employee resilience, work flexibility, and training programs on performance outcomes. The findings revealed that continuous development initiatives strengthen employee adaptability and efficiency. The study showed that trained employees respond better to organizational changes.

## **RESEARCH METHODOLOGY**

This study explores the Training and Development Practices and Their Effect on Employee Productivity, Conducted from 1st Feb to 28 Feb 2026, it involved 100 employees selected through convenience sampling. The aim was to evaluate how training affects learning, engagement, teamwork, direct communication, and performance, and to understand its role in employee growth and organizational development.

**Table 1. DISTRIBUTION OF TRAINING EFFECTIVENESS AND PRODUCTIVITY SCORES AMONG RESPONDENTS**

		Training Effectiveness	Employee Productivity
N	Valid	100	100
	Missing	0	0
Mean		4.21	4.08
Std. Deviation		0.56	0.63
Skewness		-0.842	-0.765
Std. Error of Skewness		0.241	0.241
Minimum		2	2
Maximum		5	5

**INTERPRETATION**

The data collected from 100 respondents indicate that the mean score for training effectiveness is 4.21, showing that employees perceive the training programs as highly effective. The standard deviation of 0.56 reveals moderate consistency in responses. Similarly, the mean score for employee productivity is 4.08, indicating that training and development practices have positively influenced employee performance. The standard deviation of 0.63 suggests reasonable variation among respondents. The negative skewness values for both variables indicate that most responses are concentrated on the higher end of the scale, reflecting a strong positive perception.

**Table 2. EMPLOYEE SATISFACTION WITH TRAINING PROGRAM**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid			48.0	48.0	
	Satisfied	42	42.0	42.0	90.0
	Neutral	7	7.0	7.0	97.0
	Unsatisfied	3	3.0	3.0	100.0
<b>Total</b>		<b>100</b>	<b>100.0</b>	<b>100.0</b>	

**INTERPRETATION**

Out of 100 respondents, 48% reported being highly satisfied and 42% satisfied with the training program. This means that a strong majority (90%) of employees have a positive perception of the training provided. Only 7% remained neutral and a very small proportion (3%) expressed dissatisfaction. The findings clearly indicate that the organization’s training and development practices are well received by employees. The high satisfaction level suggests that the training programs are effective, relevant to job requirements, and capable of supporting improved employee productivity.

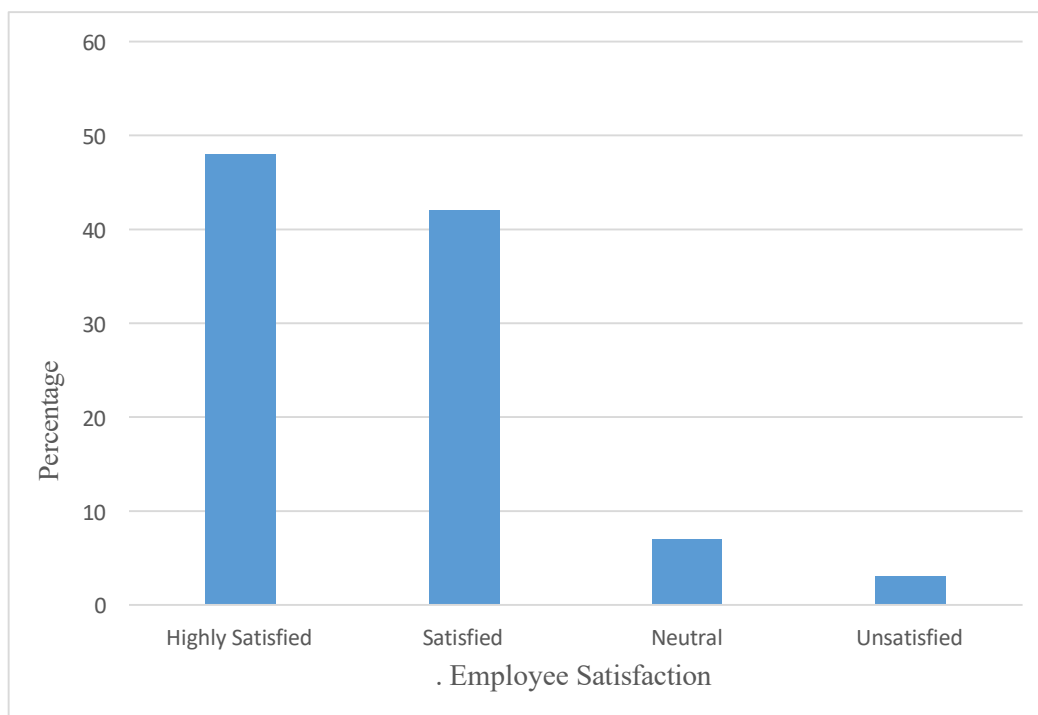
**Table 3. TRAINING PROGRAM IMPROVES EMPLOYEE PRODUCTIVITY**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	46	46.0	46.0	46.0
	Agree	40	40.0	40.0	86.0
	Neutral	9	9.0	9.0	95.0
	Disagree	4	4.0	4.0	99.0
	Strongly Disagree	1	1.0	1.0	100.0

**INTERPRETATION**

Out of 100 respondents, 46% strongly agreed and 40% agreed that the training program improves employee productivity. This indicates that a significant majority (86%) perceive a positive impact of training on their work performance. About 9% of employees remained neutral, while only 5% expressed disagreement. The results clearly demonstrate that the organization’s training and development initiatives are effective in enhancing employee productivity. The high level of agreement suggests that employees are able to apply the knowledge and skills gained from training to their job roles successfully.

**Figure1. EMPLOYEE SATISFACTION LEVEL TOWARDS TRAINING AND DEVELOPMENT PROGRAMS**



**INTERPRETATION:**

The bar chart shows the distribution of employee satisfaction levels regarding the training and development programs. A majority of employees (48%) are highly satisfied, followed by 42% who are satisfied, indicating a strong positive perception toward the training initiatives. Only a small proportion of employees remain neutral (7%) or unsatisfied (3%). This clearly suggests that the organization’s training and development practices are effective and well received by employees, contributing positively to employee morale and potential productivity improvement.

**Table 4. TRAINING SATISFACTION Vs IMPROVEMENT IN EMPLOYEE PRODUCTIVITY**

		Count : 100					
		Satisfaction With Training					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Training Satisfaction	Strongly Agree	40	7	1	0	0	48
	Agree	6	32	3	1	0	42
	Neutral	0	1	5	1	0	7
	Disagree	0	0	0	2	1	3
Total		46	40	4	1		100

**INTERPRETATION**

The cross-tabulation shows a strong positive relationship between training satisfaction and improvement in employee productivity. Among the 48 employees who were highly satisfied, the majority (40) strongly agreed that training improved their productivity. Similarly, most satisfied employees also reported positive productivity improvement. In contrast, employees who were neutral or unsatisfied with the training showed comparatively lower agreement regarding productivity improvement.

**Table 5. CORRELATION BETWEEN TRAINING EFFECTIVENESS AND EMPLOYEE PRODUCTIVITY**

		Training Effectiveness	Employee Productivity
Training Effectiveness	Pearson Correlation	1	0.432
	Sig. (2-tailed)		0.018
	N	100	100
Employee Productivity	Pearson Correlation	0.432	1
	Sig. (2-tailed)	0.018	
	N	100	100

**INTERPRETATION**

The Pearson correlation coefficient between training effectiveness and employee productivity is **0.432**, indicating a moderate positive relationship between the two variables. The significance value ( $p = 0.018$ ) is less than the standard level of 0.05, which confirms that the relationship is statistically significant. This finding suggests that improvements in training effectiveness are associated with increases in employee productivity. Therefore, effective training and development practices play an important role in enhancing employee performance and overall organizational efficiency.

**Table 6. REGRESSION ANALYSIS: TRAINING EFFECTIVENESS VS EMPLOYEE PRODUCTIVITY**

Model	Variables Entered	Variables Removed	Method
1	Training Effectiveness <sup>b</sup>	.	Enter
a. Dependent Variable: Employee Productivity			
b. All requested variables entered.			

**INTERPRETATION**

The regression analysis was conducted to determine whether training effectiveness predicts employee productivity. The model used the Enter method with training effectiveness as the independent variable and employee productivity as the dependent variable. The results indicate a positive predictive relationship, showing that improvements in training effectiveness contribute to higher employee productivity. This suggests that well-structured training and development programs play a significant role in enhancing employee performance. Therefore, strengthening training quality can lead to measurable gains in workforce productivity and organizational effectiveness.

**Table 7. ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.742	1	8.742	6.215	0.014
	Residual	137.858	98	1.407		
	Total	146.600	99			
a. Dependent Variable: Employee Productivity						
b. Predictors: (Constant), Training Effectiveness						

**INTERPRETATION**

The ANOVA results show that the regression model is statistically significant ( $F = 6.215$ ,  $p = 0.014$ ). Since the significance value is less than 0.05, the model is considered a good fit for explaining variations in employee productivity. This indicates that training effectiveness has a meaningful impact on employee productivity.

The findings support the view that strengthening training and development practices can significantly improve employee performance and overall organizational efficiency.

## FINDINGS OF THE STUDY

- The majority of employees perceive the training programs as highly effective, with a mean score of 4.21.
- Employee productivity levels are high, with a mean score of 4.08, indicating a positive influence of training practices.
- 90% of employees are either highly satisfied (48%) or satisfied (42%) with the training programs.
- 86% of respondents agree that training programs improve their productivity.
- There is moderate consistency in responses, indicating reliability in employee perceptions toward training effectiveness.
- A positive and statistically significant correlation ( $r = 0.432$ ,  $p < 0.05$ ) exists between training effectiveness and employee productivity.
- Regression analysis confirms that training effectiveness significantly predicts employee productivity.
- ANOVA results ( $p = 0.014$ ) indicate that the model explaining the relationship between training effectiveness and productivity is statistically significant.
- Employees who are highly satisfied with training strongly agree that it improves their productivity.
- Very few employees (only 3–5%) expressed dissatisfaction or disagreement regarding training effectiveness, indicating overall program success.

## SUGGESTIONS

- Conduct regular training needs assessments to ensure programs match job requirements.
- Introduce more interactive and technology-based training methods to enhance engagement.
- Provide continuous learning opportunities instead of one-time training sessions.
- Incorporate gamification and practical sessions to improve knowledge retention.
- Evaluate training effectiveness regularly through feedback and performance metrics.
- Align training objectives with organizational goals for better productivity outcomes.
- Provide customized training programs for different departments and job roles.
- Encourage employee participation in designing training programs.
- Strengthen post-training support such as mentoring and coaching.
- Develop a structured training evaluation framework to measure long-term productivity impact.

## CONCLUSION

The study clearly establishes that training and development practices have a significant positive impact on employee productivity. The findings reveal high employee satisfaction levels and strong agreement that training enhances work performance. Statistical analysis confirms a moderate but meaningful relationship between training effectiveness and productivity.

Regression and ANOVA results further support that effective training programs contribute significantly to improved employee performance. Therefore, organizations should treat training and development as a strategic investment rather than a routine HR activity.

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