Master’s Thesis On

**“Impact of development and training**

**on employee performance”**

***FOR THE PARTIAL FULFILLMENT OF THE REQUIREMENT***

***FOR THE AWARD OF***

***MASTER OF BUSINESS ADMINISTRATION***

**UNDER THE GUIDANCE OF**

**Prof. Namita Gupta**

**Submitted By**

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**MBA 2022-2024**



**School of Business**

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**May, 2024**

**Certificate**

This is to certify that the Master’s Thesis “ Impact of development and trainning on employee performance” has been prepared by Ms. Shreya Jaiswal under my supervision and guidance. The project report is submitted towards the partial fulfillment of 2 year, Full time Master of Business Administration.

Name & Signature of Faculty

**Namita Gupta**

Date : -

**Declaration**

I, Shreya Jaiswal Roll No. 22GSOB2010281, student of School of Business, Galgotias University, Greater Noida, hereby declare that the Master’s Thesis on “Impact of development and training on employee performance” is an original and authenticated work done by me.

I further declare that it has not been submitted elsewhere by any other person in any of the institutes for the award of any degree or diploma.

Name and Signature of the Student

Date

**Acknowledgement**

I Express my sincere gratitude to my faculty guide Dr. Namita Gupta, for her able guidance, continuous support and cooperation throughout my project, without which the present work would not have been possible. My endeavour stands incomplete without dedicating my gratitude to her; she has contributed a lot towards the successful completion of my project work. I would also like to express my gratitude to my family and friends for their unending support and tireless effort that kept me motivated to complete the project successfully.

Your sincerely,

Shreya Jaiswal

MBA

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**Abstract**

This study analyses that how different training methods at IT industry will going to impact a company's success. This study is based on existing research and secondary data which is collected with the help of the articles, journals, newspaper and books to see that how, On the Job Training, and how training is going to affect the firm; It will also help to know that how well a company performs. My findings are going to show that these training methods have a positive impact on employees’ performance.

I have studied these findings by collecting primary data with the help of survey. This study will mainly focus on two the important thing i.e., employees training and development and the research is going to also help us to understand that how different types of training impact different types of companies.

Overall, this study suggests that investing in training programs can help companies. This paper determines the crucial role of training and development in organizational growth and its impact on improving the quality of work life for employees. It helps to differentiate between development, which is implemented both on qualitative and quantitative advancements in knowledge, values, attitudes, and behaviour, especially among managerial staff, and training, which typically targets specific skills and objectives.

Highlighting the continuous nature of development contrasted with the more focused nature of training, the paper underscores the importance for organizations to understand the benefits and advantages of training in facilitating development and fostering organizational growth. Furthermore, it discusses how training initiatives contribute to constructive development, thereby enhancing the quality of work life for employees.

By analysing existing literature, this paper emphasizes the significance of prioritizing employee training and development programs as essential components for organizational success.

**Objective**:

The objective of this paper is to investigate the role, importance, and advantages of training and development programs in organizations and their positive impact on organizational growth. Specifically, the paper aims to:

* Differentiate between training and development, highlighting their respective focuses and continuous nature of development.
* Examine how training programs contribute to constructive development, particularly in enhancing knowledge, values, attitudes, behaviour, and specific skills among employees.
* Explore the relationship between training and development initiatives and the quality of work life for employees, emphasizing improvements in job-related behaviour, attitudes, and morale.
* Analyse existing literature to provide insights into the importance of prioritizing employee training and development programs for organizational success.
* Offer recommendations for organizations to effectively implement and utilize training and development initiatives to enhance both organizational performance and the quality of work life for employees.

**Research Design:**

This study adopts a mixed-methods research design, incorporating both qualitative and quantitative approaches to investigate the relationship between training and development programs and the quality of work life for employees.

* Qualitative Approach: The qualitative aspect involves conducting in-depth interviews or focus group discussions with employees and managers to gain insights into their perceptions and experiences regarding training and development initiatives and their impact on the quality of work life. This approach allows for a nuanced understanding of individual perspectives and the context in which training programs are implemented.
* Quantitative Approach: The quantitative component involves administering structured surveys to a representative sample of employees across different departments or levels within the organization. The survey will include validated scales to measure variables such as perceptions of training effectiveness, job satisfaction, work-life balance, and organizational commitment. Statistical analysis techniques such as regression analysis will be used to assess the relationship between training and development variables and quality of work life outcomes.
* Sampling: The study will employ stratified random sampling to ensure representation from various departments or levels within the organization. This approach allows for the selection of participants based on key characteristics such as job role, tenure, and department.
* Data Collection: Data collection will involve both primary and secondary sources. Primary data will be collected through interviews, focus groups, and surveys administered to employees.
* Secondary data will be gathered from existing literature, reports, and organizational documents related to training and development initiatives and quality of work life.

**Conclusion:**

In conclusion, the findings of this study underscore the critical importance of training and development programs in shaping the quality of work life for employees and contributing to organizational performance. By recognizing the value of investing in employee development and prioritizing strategic training initiatives, organizations can create a workplace environment that promotes employee satisfaction, productivity, and organizational success.

**CHAPTER: 1**

**2.1 Introduction:**

In today's rapidly changing market landscape, organizations face a huge opportunity to take and challenges to overcome. Amidst this dynamic environment, successful organizations navigate the competition smoothly. However, this comes with a lot of workloads for management. It falls upon them to adapt workplace policies, rules, and regulations to meet job requirements and sustain competitiveness.

The pressure rises upon organizations who strive to attract top talent, improve production methods, adopt advanced technology, and accommodate employees seeking work-life balance. The cornerstone of organizational success lies in the quality of its workforce. Yet, maintaining this quality poses several hurdles, including attracting and retaining talented individuals, motivating current employees, and ensuring organizational competitiveness.

Training emerges as a pivotal tool for gaining a competitive edge. It enhances workforce capabilities, aligning them with organizational objectives. Effective training programs yield significant benefits, driving the achievement of essential business goals. A dynamic organizational approach, facilitated by training programs, ensures consistent results, unlike rigid structures.

Investing in training not only fosters a high quality of work life but also enhances organizational profitability, employment rates, and market demand. Quality of work life encompasses various factors such as job satisfaction, job involvement, safety, and work-life balance. The continuous improvement of quality of work life hinges on systematic implementation of training and development programs.

Human Resource Development focuses on nurturing a superior workforce, essential for organizational growth. Through proper implementation of training and development programs, employees are equipped with career-enhancing skills, fostering motivation and retention. A well-trained workforce becomes a valuable asset, enhancing efficiency and effectiveness in task execution.

Training and development programs serve as the foundation for employees' personal and professional growth. They empower employees to navigate diverse organizational situations, fostering adaptability and productivity. These programs contribute to stress reduction, improved health, enhanced morale, productivity, job satisfaction, and commitment. Moreover, they foster effective communication, conflict resolution, and negotiation skills, thereby strengthening organizational efficiency and employee cohesion.

**2.2 Overview of Indian Technological Industry:**

India's technology industry is undoubtedly a powerhouse that has significantly contributed to the nation's economic growth. With its impressive revenue growth and projections, the industry is set to play an even more crucial role in the coming years. The rapid expansion of global capability centres (GCCs) in India underscores the country's attractiveness as a hub for technology and knowledge services.

The thriving start-up ecosystem further amplifies India's position as a global tech hub. The increasing number of DPIIT-recognised start-ups reflects the entrepreneurial spirit and innovation that the country fosters, making it a magnet for global investors.

The surge in internet users, particularly from rural areas, is a testament to the growing digital literacy and connectivity across India. This widespread internet adoption creates vast opportunities for tech companies to innovate and cater to a broader audience, driving further growth in the industry.

The growth of fintech firms and the adoption of digital payments are also noteworthy trends that are reshaping the financial landscape of India. The significant increase in digital transactions demonstrates the increasing reliance on digital platforms for various financial transactions, paving the way for a more digital and cashless economy.

**2.3 Rapid Growth:**

* Revenue Growth: The tech industry's revenue exceeded USD 200 billion in FY22 and is expected to reach USD 245 billion in FY23.
* Future Projection: The industry aims to hit the USD 500 billion mark by 2030, according to the NASSCOM report.
* Global Capability Centres (GCCs): India hosts over 1570 GCCs, with many global companies setting up or expanding their operations in the country.
* Start-up Ecosystem: India is the third-largest start-up hub globally, with over 99,000 DPIIT-recognised start-ups as of May 2023, attracting global investor interest.
* Internet Users: Internet users in India are expected to reach 900 million by 2025, up from 759 million in 2022, with significant growth from rural areas.
* Fintech and Digital Payments: The rise of fintech firms and digital payments has been significant, with digital transactions increasing from 20.7 billion in FY18 to 134.6 billion in FY23.
* Impact Post-Pandemic: The tech industry has witnessed substantial growth, particularly after the pandemic, driving economic growth and employment opportunities.
  1. **Types of Learning and Development:**

# Formal learning in classroom:

# goal-oriented, instructor-led.

# group setting, can be in-person or online.

# examples: lectures, classes, seminars.

# Informal learning:

# organic, self-directed, on-the-job.

# includes tasks, feedback, co-worker interactions.

# examples: conversations, online forums, reading.

# Experiential learning:

# trial-and-error approach.

# learn by doing, observing, and reflecting.

# examples: apprenticeships, internships, simulations.

# Coaching:

# focuses on empowering employees.

# regular meetings for feedback and support.

# performance coaching: enhance current skills and learn new ones.

# peer coaching: sharing ideas and solving problems together.

# ai-based coaching: uses ai for insights and coaching.

# Mentoring:

# collaborative relationship for professional growth.

# role models offer guidance and support.

# mentorship programs: structured mentoring by the organization.

# peer mentoring: sharing knowledge between colleagues.

# reverse mentoring: junior employees teaching superiors.

# micro-mentoring: short-term mentoring for specific topics.

# job shadowing: observing experienced colleagues.

# Skill building:

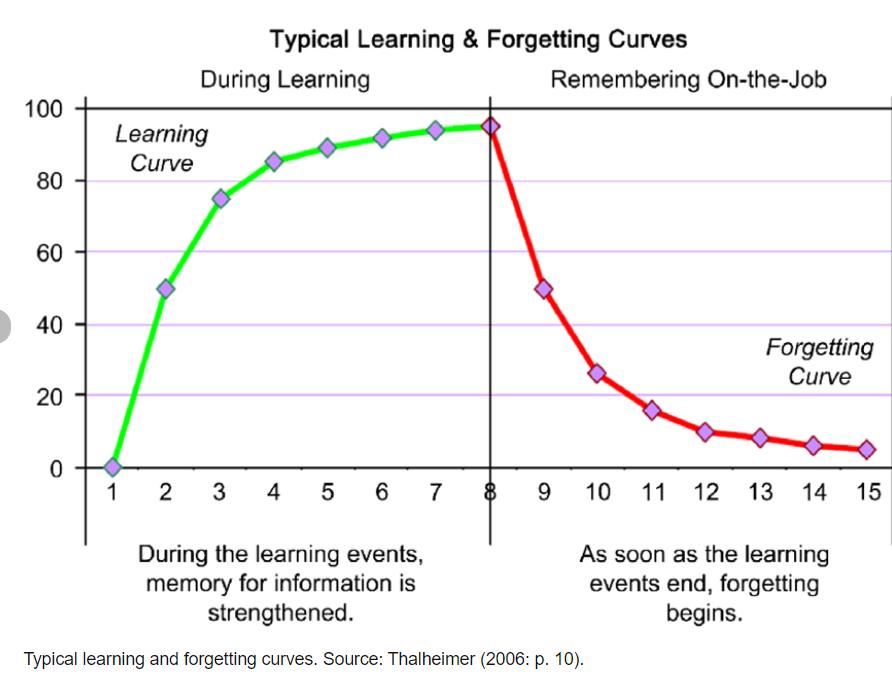
# acquiring new skills to fill gaps.

# examples: new product training, role-playing, problem-solving.

**2.5Benefits of Employee Training and Development:**

Employee Training and Development Programs are pivotal in shaping the skills, knowledge, and competencies of employees to meet the evolving demands of the business landscape. These programs offer a structured approach to enhance employee capabilities, ensuring they remain relevant and competitive in their respective roles.

One of the primary benefits of these programs is the up-skilling of employees. In an era where technology is rapidly advancing, continuous learning is crucial. Training programs equip employees with the latest tools, technologies, and methodologies, enabling them to adapt and thrive in a fast-paced environment. This not only boosts their confidence but also enhances job satisfaction, as employees feel more competent and capable in performing their tasks.



**2.6Challenges of Employee Training and Development:**

* **Cost of Training**

Requires significant time and financial investment.

Can strain the company's budget.

* **Extra Time for Training:**

Challenges in scheduling sessions around work hours.

Employees may need to sacrifice personal time.

* **Complex Training Sessions:**

Balancing theory and practical application is essential.

Overemphasis on theory can lead to disengagement.

* **Lack of Interest:**

Long sessions or repetitive content can reduce engagement.

Programs should be interactive and tailored to participants.

**2.7Reason for Training and Development: -**

Implementing staff training and development programs is essential for the professional growth and career advancement of employees within an organization. These programs serve as a platform for employees to acquire new skills, knowledge, and competencies that are crucial for meeting business goals and overcoming challenges. Employees are valuable assets to any company, and investing in their development not only enhances their individual capabilities but also strengthens their loyalty and commitment to the organization.

Furthermore, with proper training and support, employees can significantly boost the company's productivity. A well-trained workforce can work more efficiently, leading to increased output quality and quantity. This enhanced productivity translates into higher profitability and growth for the organization. Additionally, training programs provide employees with valuable experience, and recognizing their efforts and achievements through rewards enhances job satisfaction and morale.

Moreover, a highly skilled and efficient workforce can drive innovation and help the organization script new success stories. They are better equipped to adapt to changing market conditions, align with organizational strategies, and achieve new milestones. In conclusion, staff training and development programs are not only beneficial for individual employees' growth but also play a pivotal role in driving organizational success, fostering a culture of continuous learning, and maintaining a competitive edge in the marketplace.

**2.8Training and Development in technological industry:**

**Wipro: -**

“Wipro has an in-house training development that handles continuous training of employees those with less than one year of experience are taken through a well-structured instruction training programme. This will cover all aspects of software development skill that are required to meet the ever-changing requirements in training.

Wipro has rolled out their E- learning initiatives which are available to all employees their virtual campus run with the objective of building a vast learning community on the net the facility of training on demand enamels the individual to be in complete charge of his own learning experience Wipro strongly believes that development is a process and not an event to groom and develop the leadership quality in their manager they have a Wipro leader programme”.

**Tata consultancy services**

“As per the report of Hindustan Times Report country’s largest it services company Tata consultancy services cs on Friday said that it has trained 3.5 lakh employees in generative ai skills the company which had in January announced that 1.5 lakh staffers are trained in the skill set of what is said to the biggest opportunity for it services firm in the future has now taken the number up to over half its employee base with over 3,50,000 employees trained on foundational skill in Gen I t Tata consultancy services is well poisoned to build one of the largest ai ready workforces in the world an official statement said”.

**Infosys: -**

“As per the report of HR drive with more than 25,5,000 global employees representing almost 130 nationalities Infosys is tasked with keeping training relevant- even ahead of the curve- in an industry that typifies change. The skill gap in STEM continues to grow with millions of jobs unfilled around the globe. To address the issue, Infosys launched Infosys Wingspan, a next gen learning platform to help employ enrich their knowledge of emerging skills customise their goals measure progress and interact with peers the programme launches out about a year ago sees almost 10,000 employee’s logins on daily”.

**2.9The Major Tech Hub in India**

Absolutely, India has emerged as a significant player in the global tech industry, with several cities becoming major tech hubs. Let's delve a bit deeper into these prominent tech cities:

**Bangalore (Bengaluru):**

Often referred to as the "Silicon Valley of India," Bangalore is home to numerous multinational tech companies, startups, and research institutions.

It boasts a vibrant ecosystem of tech parks and innovation centres, such as Electronic City, Whitefield, and Manyata Tech Park.

The city has a robust infrastructure, a large pool of skilled professionals, and a favourable climate for entrepreneurship.

**Hyderabad:**

Hyderabad has rapidly emerged as a major IT and tech hub, attracting both domestic and international tech companies.

The city is known for its HITEC City (Hyderabad Information Technology and Engineering Consultancy City) and Cyberabad area, which house numerous IT companies, startups, and research centres.

Hyderabad offers a conducive environment for tech innovation with its state-of-the-art infrastructure and supportive government policies.

**Chennai:**

Chennai has a strong presence in the IT and tech sectors, with a diverse range of companies operating in software development, IT services, and hardware manufacturing.

The city hosts several IT parks, including TIDEL Park, which is one of the largest IT parks in Asia.

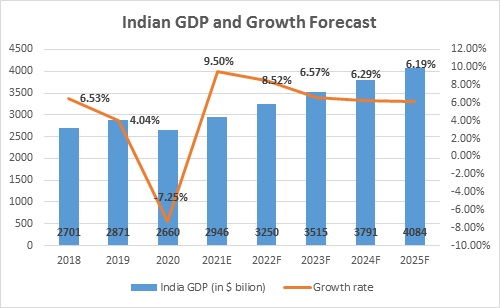
Chennai's skilled workforce, educational institutions, and business-friendly environment have contributed to its growth as a tech hub.

Thiruvananthapuram (Technopark):

Technopark in Thiruvananthapuram is one of the largest IT parks in India and is a key driver of Kerala's IT industry.

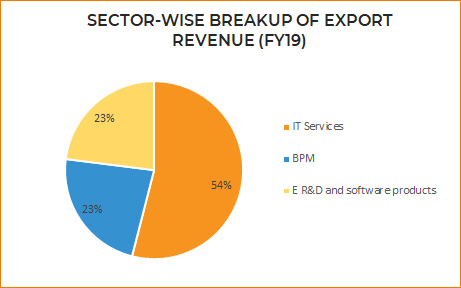
It houses numerous IT companies, including multinational corporations, startups, and research organizations.

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Source: <https://adityatrading.in/posts/it-sector-research-report/>

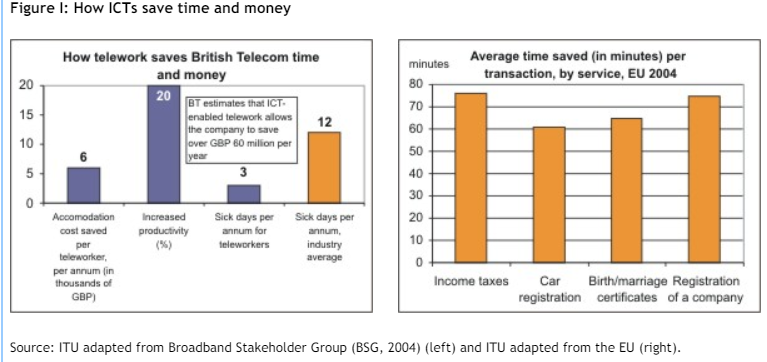
**2.10Some Facts and Figure related to IT industry:**



Source: <https://www.statista.com/topics/2256/it-industry-in-india/>

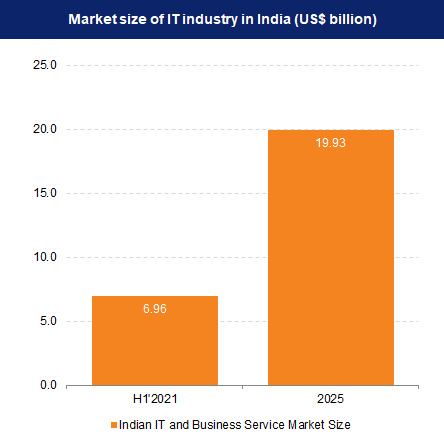
* As of 2022, the revenue breakdown of the IT industry in India can vary depending on various factors such as the size of the companies, their focus areas, and the specific segments they operate in. However, I can provide a general overview of the sector-wise revenue distribution within the Indian IT industry
* Software Services: This segment typically includes revenue generated from software development, maintenance, customization, and support services. Major players in this segment include software development firms, IT consulting companies, and system integrators.
* IT Consulting and Outsourcing: This segment encompasses revenue generated from consulting services, business process outsourcing (BPO), and IT outsourcing services.

Source: <https://faculty.washington.edu/karyiu/confer/seoul06/papers/mathur.pdf>



Information Technology Infrastructure (ITI) can save time and money in various ways:

* Automation: ITI allows for the automation of repetitive tasks and processes, reducing the need for manual intervention. This automation can streamline workflows, increase efficiency, and minimize the time required to complete tasks, ultimately saving both time and labor costs.
* Remote Access and Collaboration: ITI facilitates remote access to systems and resources, enabling employees to work from anywhere with an internet connection. This flexibility reduces the time and costs associated with commuting and office space, while also facilitating collaboration among distributed teams.
* Scalability: ITI solutions often offer scalability, allowing businesses to easily adjust their infrastructure and resources based on changing demands. Whether it's scaling up during peak periods or scaling down during quieter times, this flexibility ensures that businesses only pay for what they need, saving money on unnecessary resources.
* Centralized Data Management: Centralizing data storage and management through ITI solutions eliminates the need for multiple disparate systems and reduces the time spent searching for information across different platforms. This centralized approach improves data accessibility, enhances decision-making processes, and saves time that would otherwise be spent on data organization and retrieval.



Source: <https://www.statista.com/topics/2256/it-industry-in-india/>

* In 2022, the Indian domestic IT & Business Services market boasted a valuation of US$ 13.87 billion, marking a notable 7.4% year-over-year (YoY) growth, surpassing the 7.2% growth recorded in 2021.
* Projections indicate a substantial rise in IT spending within India, with estimates suggesting an increase to US$ 110.3 billion in 2023 from the estimated US$ 81.89 billion in 2021.
* Further illustrating the robust growth trajectory, the Indian software product industry is anticipated to hit the US$ 100 billion mark by 2025. This growth is fuelled by Indian companies' strategic focus on international investments, aimed at expanding their global footprint and bolstering their global delivery centres.
* Moreover, the data annotation market in India exhibited promising figures, standing at US$ 250 million in FY20. Of this value, the US market accounted for 60%, highlighting the global significance of India's contributions. With a surge in domestic demand for AI technologies, the data annotation market is poised for significant expansion, projected to reach a substantial US$ 7 billion by 2030.

**CHAPTER3. RESEARCH PROBLEM**

The central issue addressed in this study is the need to effectively manage the impact of training on employee performance. Training is a systematic process aimed at enhancing employees' skills, knowledge, and competencies necessary for effective job performance. Its significance extends to organizational competitiveness, revenue generation, and overall performance. However, despite its importance, many governmental, private, and international organizations fail to recognize the value of training in enhancing employee productivity. During economic downturns or profit declines, organizations often cut training budgets, leading to high job turnover and increased costs associated with hiring new employees, thereby reducing organizational profitability.

Past research has consistently demonstrated a positive correlation between training and employee performance. Training not only benefits employees by enhancing their competencies but also positively impacts firms by improving employee performance and behaviour. Organizations prioritizing shareholder and customer satisfaction understand the importance of investing in training and recognize the value of employee development.

**3.1The Significance of the Study:**

Training becomes inevitable the moment an organization realizes the need for improvement and expansion in the job. But often times, organizations embark on job

enlargement and enrichment to promote employees' morale, motivation and satisfaction when in the fact the real problem with work performance lies in capacity development. The study becomes necessary because many organizations in this contemporary world are striving to gain competitive edge and there is no way this can be achieved without increasing employees' competencies, capabilities, skills etc through adequate training designs. However, the study results will help the management to identify the challenges effects of employees’ training on organizational performance, hence determine the areas where improvements through training can be done. It will also help the management in planning for the development and implementation of effective and efficient training needs that will lead to increased performance of the banks.

This study aims to address the following research question:

1. Research Question: How does training affect employee performance?

To answer this research question, the study conducts a critical review of the literature on the subject to gain a deeper understanding of how effective training contributes to superior employee performance and ultimately leads to higher organizational returns. Furthermore, the study aims to provide a checklist for designing effective training programs to improve employee performance.

**3.2Review Literature:**

The fast-paced and uncertain business environment underscores the need for organizations to equip their employees with the necessary skills to navigate challenges effectively. Tai (2006) highlights the importance of investing in training programs to enhance employees' competencies and decision-making abilities, ultimately ensuring competitiveness in the market.

Training programs serve as a strategic tool for organizations, contributing to various aspects of organizational effectiveness. Vallet et al. (2000) emphasize the role of training in building and maintaining capabilities at both individual and organizational levels, thereby facilitating organizational change processes.

Moreover, training initiatives contribute to talent retention by increasing the skills and job satisfaction of employees, consequently reducing turnover rates (Jones and Wright, 1992; Shaw et al., 1998). By demonstrating a commitment to employee development, organizations foster a supportive work environment and boost employee motivation (Pfeffer, 1994).

These investments in training translate into competitive advantages for organizations (Youndt et al., 1996) and lead to improved employee performance and organizational productivity (Bartel, 1994; Knoke and Kalleberg, 1994; Huselid, 1995; Delery and Doty, 1996). Thus, effective training programs play a pivotal role in enhancing organizational resilience and success in dynamic business landscapes.

Effective training and development programs are essential for improving employee performance and bridging the gap between current and desired standards. Training can take various forms, including coaching, mentoring, peer collaboration, and participation from subordinates. By fostering teamwork and active engagement, these methods enhance job performance and contribute to overall organizational success.

Training programs not only benefit individual employees but also enable organizations to leverage their human resources for competitive advantage. Therefore, it is imperative for firms to prioritize the planning and implementation of such programs to enhance employee abilities and competencies required in the workplace (Jie and Roger, 2005).

In addition to developing employee capabilities, training enhances critical thinking and creativity, leading to more informed and productive decision-making (David, 2006). Furthermore, it equips employees with the skills to effectively interact with customers and address their concerns in a timely manner (Hollenbeck, Derue, and Guzzo, 2004).

By nurturing self-efficacy and promoting superior job performance, training initiatives help organizations transition from outdated practices to more efficient and effective work methods (Svenja, 2007; Kathiravan, Devadason, and Zakkeer, 2006). As a result, investing in training and development not only benefits individual employees but also contributes to organizational growth and competitiveness in the ever-evolving business landscape.

**Definition by Kalaiselvan and Naachimuthu (2011): -**Training cost and business benefits are drawn on X and Y axis respectively. Four quadrants were identified to highlight (i) strategic (Lower training cost and higher business benefits), (ii) Payback (Higher training cost and higher business benefits) (iii) Think (Lower training cost and lower business benefits) (iv)Drop (Higher training cost and higher business benefits).

**Definition by Karthik R (2012):** Training objectives tell the trainee that what is expected out of him at the end of the training program. Training objectives are of great significance from a number of stakeholder perspectives; Trainer, trainee, designer, evaluator.

**Definition by Michael Armstrong:** Training is defined as the systematic development of knowledge, skills, and attitudes necessary for individuals to perform a specific task or job adequately.

**Definition by Edwin B. Flippo:** Training involves increasing the knowledge and skills of an employee to perform a particular job.

**Definition from Aswath Appa:** Training is described as the process of improving employees' aptitudes, skills, and abilities to perform specific jobs. It is essential for updating existing talents and developing new ones, particularly for newly hired employees.

Regarding the objectives of training and development, they can be categorized into several dimensions:

**Individual Objectives:** Training helps employees achieve their personal goals, enhancing their individual contribution to the organization.

**Organizational Objectives:** Training contributes to organizational effectiveness by improving individual performance.

**Functional Objectives:** Training ensures that departments maintain their contribution at a level suitable for the organization's needs.

**Social Objectives:** Training ensures that the organization is ethically and socially responsible to the needs and challenges of society.

**3.3Additionally, some specific objectives of training and development include:**

* Preparing employees to meet present and changing job requirements.
* Preventing obsolescence by keeping skills and knowledge up-to-date.
* Providing new employees with basic knowledge and skills required for job performance.
* Preparing employees for higher-level tasks and responsibilities.
* Exposing employees to the latest concepts, information, and techniques to enhance their effectiveness in their current roles.
* Developing a second line of competent officers for future leadership positions.
* Ensuring smooth and efficient departmental operations.
* Achieving economic output of required quality.

Overall, training and development.

**3.4Further Explanation if required of Research Topic**

The research topic on the impact of development and training on employee performance is of paramount importance in today's dynamic organizational landscape. By delving into this topic, we aim to shed light on the efficacy of training and development programs in enhancing the performance of employees within various organizational contexts.

At the core of this research lies the exploration of how training initiatives contribute to the improvement of key performance metrics among employees. These metrics encompass productivity levels, job satisfaction, retention rates, and the overall effectiveness of organizational operations. Through a comprehensive analysis of different training and development interventions, ranging from traditional classroom-based sessions to modern e-learning platforms, we seek to discern the most effective approaches for bolstering employee performance.

Our research endeavours to achieve several key objectives. Firstly, we aim to evaluate the intricate relationship between training and development activities and the resultant performance outcomes exhibited by employees. This involves identifying the specific skills and competencies that are honed through such initiatives, and assessing how these enhancements translate into tangible performance improvements.

Furthermore, we endeavour to delve into the organizational factors that influence the effectiveness of training and development programs. By examining the role of employee engagement, motivation, and satisfaction, we aim to elucidate how these factors mediate the relationship between training interventions and subsequent performance outcomes.

Methodologically, our research adopts a multifaceted approach. Quantitative analysis of performance metrics, supplemented by qualitative insights gleaned from employee surveys, interviews, and case studies, forms the crux of our investigative framework. By triangulating these data sources, we aim to provide a nuanced understanding of the impact of training and development initiatives on employee performance.

Ultimately, the findings of our research are poised to offer invaluable contributions to both academic discourse and organizational practice. By elucidating the mechanisms through which training interventions influence employee performance, we aim to furnish organizations with actionable insights to optimize their training and development investments. Moreover, our research stands to inform the design and implementation of effective training strategies, thereby fostering a culture of continuous learning and improvement within organizations.

**CHAPTER 4: RESEARCH OBJECTIVE**

The research objectives on the topic of "Impact of Development and Training on Employee Performance" are as follows:

To examine the extent to which training and development programs influence various dimensions of employee performance, including productivity, job satisfaction, job retention, and overall organizational effectiveness.

To identify the specific skills, competencies, and behaviors that are enhanced through training and development initiatives, and their subsequent impact on employee performance.

To investigate the organizational factors that moderate the relationship between training interventions and employee performance outcomes, including factors such as organizational culture, leadership support, and employee engagement.

To explore the effectiveness of different training modalities and approaches, such as classroom-based training, e-learning platforms, on-the-job training, and coaching, in improving employee performance.

To assess the long-term effects of training and development initiatives on employee performance, including the sustainability of performance improvements over time and their contribution to organizational success.

To examine the role of individual factors, such as employee motivation, learning orientation, and personal development goals, in mediating the impact of training and development on employee performance.

To provide practical recommendations for organizations to design and implement effective training and development programs that maximize their impact on employee performance, taking into account best practices, organizational context, and the needs of diverse employee populations.

To contribute to the existing body of knowledge on the relationship between training and development and employee performance through empirical research and theoretical synthesis, thereby advancing scholarly understanding in this field.

**4.1Questionnaire:**

The questionnaire is being prepared to find out or we can say that for my research I have collected data with the help of questionnaire to represent the facts and figures of IT industry with the help of survey.

Following were being prepared to collect the date from the people who are the employee of the Indian Technology Industry. The data reflects the learning and development process which is being adapted by the IT industry so that it can help in the growth of the employee and the firm too.

In order to comprehensively explore the dynamics of social media usage and its impact on individuals' perceptions and behaviours, this research incorporates a structured questionnaire as a key data collection instrument. The questionnaire is designed to solicit responses from participants regarding various aspects of their social media habits, attitudes, and experiences.

**Following are questions which is asked by the employee of the its industry:**

**Questions: -**

1) Have you participated in any training programs provided by the company in the past year?

Forms response chart. Question title: Have you participated in any training programs provided by the company in the past year?
. Number of responses: 32 responses.

2) how satisfied were you with the training programs you attended?

Forms response chart. Question title: how satisfied were you with the training programs you attended?
. Number of responses: 32 responses.

3) Have you observed any changes in your productivity or efficiency as a result of the training programs?

Forms response chart. Question title: Have you observed any changes in your productivity or efficiency as a result of the training programs?
. Number of responses: 32 responses.

4) How do you perceive the impact of training and development programs on your overall job performance?

Forms response chart. Question title:  How do you perceive the impact of training and development programs on your overall job performance?
. Number of responses: 32 responses.

5) Have you been able to the knowledge gained from training programs to your daily tasks?

Forms response chart. Question title: Have you been able to apply the knowledge gained from training programs to your daily tasks?
. Number of responses: 32 responses.

6) How would you rate your improvement in job-related skills after participating in training programs?

Forms response chart. Question title: How would you rate your improvement in job-related skills after participating in training programs?
. Number of responses: 32 responses.

6) How satisfied were you with the training programs you attended?

Forms response chart. Question title: how satisfied were you with the training programs you attended?
. Number of responses: 32 responses.

Forms response chart. Question title: Have you participated in any training programs provided by the company in the past year?
. Number of responses: 32 responses.7) Have you participated in any training programs provided by the company in the past years?

**Purpose of the Graph:**

"The purpose of these graphs is to provide a clear and concise overview of the questionnaire responses, allowing us to easily interpret and analyse the data. By visualizing the data, we can quickly identify insights and draw meaningful conclusions."

**Types of Graphs:**

"We will be using various types of graphs, including bar charts, pie charts, and line graphs, to present different aspects of the questionnaire results. Each type of graph is selected based on the nature of the data being presented and the insights we aim to highlight."

**4.2Explain the purpose of the research in measurable terms**

The purpose of the research on the impact of development and training on employee performance is to quantitatively measure the effectiveness of training initiatives in enhancing various aspects of employee performance. This includes assessing improvements in job-specific skills, knowledge, productivity, and overall job performance as a result of training programs. The research aims to provide measurable insights into the extent to which training interventions contribute to organizational goals, such as increased productivity, efficiency, and employee satisfaction. By evaluating key performance indicators before and after training interventions, the research seeks to establish a clear understanding of the tangible benefits and outcomes associated with employee development initiatives.

**4.3Define standards of what the research should accomplish**

The research on the impact of development and training on employee performance aims to achieve several measurable standards. Firstly, it seeks to quantifiably improve employee performance across various indicators such as productivity, quality, and job satisfaction. Secondly, the research aims to identify specific training needs within the organization by assessing gaps in employee skills and competencies. It also endeavours to evaluate the effectiveness of training programs in addressing these needs and enhancing employee performance. Furthermore, the research aims to assess the long-term impact of training interventions and their alignment with organizational goals. Additionally, it seeks to analyse the cost-effectiveness of training initiatives and incorporate employee feedback to improve program effectiveness. Ensuring the validity and reliability of findings, adhering to ethical considerations, and providing actionable recommendations are also key objectives of the research. Ultimately, the research endeavours to contribute to the enhancement of employee performance and organizational success through evidence-based insights and recommendations

**CHAPTER 5: RESEARCH METHODOLOGY**

**5.1The Research Design and Methodology: -**

The research design and methodology for investigating the impact of development and training on employee performance involves a systematic approach to gather, analyse, and interpret data. Firstly, the research approach needs to be determined based on the nature of the study, with options including **quantitative, qualitative, or mixed methods**. This choice will influence the selection of data collection methods, such as surveys, interviews, or observations, as well as the analysis techniques applied later in the study. Additionally, the sampling strategy should be established to ensure the representation of employees across different demographics or organizational contexts. Measurement instruments need to be carefully developed or adapted to assess variables related to training effectiveness and employee performance. Ethical considerations are paramount, requiring adherence to ethical guidelines and obtaining informed consent from participants. Finally, data analysis techniques will be employed to test hypotheses and draw meaningful conclusions, with attention given to limitations and future research directions in the interpretation and reporting of findings.

**5.2Research Method used:**

The research employed an empirical approach to quantitatively measure the impact of Training and Development (T&D) on various skills and retention factors, such as motivation and loyalty, among employees in the It industry. Both descriptive and explanatory methods were utilized to assess the role of T&D in enhancing employees' work performance and achieving other study objectives.

**Surveys:**

Survey sampling was chosen as the primary method for data collection. Two sampling techniques were employed: convenience sampling and referral sampling. Questionnaires were distributed by hand across various employee of IT industry to collect relevant data and responses from employees.

The sample size was determined based on intuition and gut feelings, considering factors such as time constraints and the availability of respondents. This approach was chosen to ensure a practical and feasible data collection process within the limitations of the study.

**Virtual Interviews:**

Semi-structured interviews will be conducted with key employees, including HR managers, recruitment specialists, IT developers, and industry experts. The interviews will be guided by a set of open-ended questions designed to explore participants' perspectives, experiences, and insights regarding the adoption and implementation of AI in HR recruitment. The interviews will be audio-recorded with participants' consent and transcribed for analysis.

Both data collection methods will be conducted in a sequential manner, with the survey serving as a preliminary stage to gather quantitative data followed by in-depth interviews to provide qualitative insights and contextual understanding.

**5.3Sampling Techniques:**

**Convenience Sampling:**

Convenience sampling will be used to select participants for the in-depth interviews. Key stakeholders will be purposively sampled based on their relevance to the research topic and their expertise in AI-driven HR recruitment. Efforts will be made to ensure diversity in the sample by including participants from different organizational backgrounds, roles, and perspectives.

The sample size for the survey will be determined based on the principles of statistical power analysis, aiming for adequate representation and sufficient statistical power to detect meaningful effects. A sample size of approximately 150 respondents is targeted for the survey.

**Referral Sampling:**

A stratified random sampling approach will be employed to ensure representativeness and diversity in the sample. The population of interest, i.e., HR professionals, recruiters, and employees involved in recruitment processes, will be stratified based on factors such as industry sector, organization size, and geographical location. Random samples will then be drawn from each stratum to ensure proportional representation.

**Sources of data collection**

• the study is purely based on secondary data taken from the annual reports of selected units and other websites.

• all the data related to history, growth and development of selected banking industries, it is been collected mainly from the books and magazine related to the banks and published papers, reports, articles and from the various newspapers, and other journals.

**5.4Tools of analysis:**

**statistical analysis**

In this study mean, difference and standard deviation as tools of statistical analysis and paired t-test for judging hypothesis.

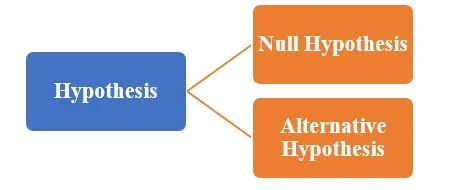
**Paired t-test**

Paired t-test is the way to test the comparison between two related samples, involving small values of n that does not require the variances of the two population to be equal, but the two population are normal that must be continue to apply. For a paired t-test it is necessary that the observation of the

**5.5Hypothesis of the study null hypothesis:**

There would be no significant difference in mean score of selected units, before and after merger and acquisition. Alternate hypothesis: there would be significant difference in mean score of selected units, before and after merger and acquisition.

It is a critical aspect of research as it helps determine the significance of the study's findings. Based on the literature review and theoretical framework presented earlier, the following hypotheses have been developed:



Source: <https://www.projectguru.in/what-is-null-and-alternative-hypothesis/>

**Hypothesis 1 (H1):** Training design significantly affects organizational performance. This hypothesis suggests that the way training programs are structured and designed impacts the overall performance of the organization.

**Hypothesis 2 (H2):** On-the-job training has a significant effect on organizational performance. This hypothesis posits that providing training directly related to employees' job roles and responsibilities enhances their skills and knowledge, thus positively influencing organizational performance.

**Hypothesis 3 (H3):** The delivery style of training significantly affects organizational performance. This hypothesis suggests that the manner in which training is delivered, whether it's through lectures, interactive workshops, or hands-on sessions, influences the effectiveness of the training and, consequently, organizational performance.

**Hypothesis 4 (H4):** Training and development overall have a significant effect on organizational performance. This hypothesis integrates the effects of training design, on-the-job training, and delivery style, suggesting that comprehensive training and development programs positively impact organizational performance.

These hypotheses provide a framework for exploring the relationship between training and development practices and organizational performance. Through empirical research and statistical analysis, these hypotheses will be tested to determine their validity and significance.

**5.6Managerial Implications:**

Training and development are crucial for organizations to remain competitive in an ever-changing and challenging business environment. While the direct beneficiaries of training are employees, its ultimate impact is felt by the organization as a whole. This study sheds light on the importance of training and development for organizations. It provides insights into which factors are essential to consider during training and how effective training programs can be delivered to employees. Understanding these factors is vital for organizations to ensure that their employees are equipped with the necessary skills to perform their assigned tasks effectively.

**5.7Recommendations:**

Based on the findings of this research and the extensive literature reviewed, it is recommended that every organization prioritize training and development initiatives. Despite the potential drawbacks, such as the cost associated with training programs, the benefits far outweigh the disadvantages. Organizations stand to gain significantly from investing in the development of their workforce. Therefore, it is recommended that all organizations provide training to their employees to enhance their skills, knowledge, and overall performance.

**CHAPTER6: LIMITATIONS**

There are several potential limitations that should be considered when investigating the impact of development and training on employee performance:

1. Sample Bias: The study may be limited by the representativeness of the sample. If the sample is not diverse or does not adequately represent the population of interest, the generalizability of the findings may be compromised.
2. Self-Report Bias: Data collected through self-report measures, such as surveys or interviews, may be subject to bias or social desirability effects. Participants may provide responses that they believe are expected of them rather than reflecting their true experiences.
3. Causality: Establishing a causal relationship between development/training and employee performance can be challenging. Other variables, such as individual differences, job characteristics, or organizational factors, may also influence performance outcomes.
4. Measurement Issues: The operationalization and measurement of development, training, and performance variables may be subject to measurement error or inconsistency. Ensuring the validity and reliability of measurement instruments is essential for accurate assessment.
5. External Factors: External factors, such as changes in the economy, industry trends, or organizational policies, may impact employee performance independently of development and training initiatives. These factors should be considered when interpreting the results of the study.
6. Temporal Factors: The timing of training interventions relative to performance assessments may influence the observed effects. Short-term improvements immediately following training may not accurately reflect sustained performance gains over time.
7. Resource Constraints: Practical limitations, such as budget constraints, time constraints, or access to training resources, may restrict the scope or implementation of training programs, potentially limiting their effectiveness.
8. Contextual Factors: The effectiveness of development and training initiatives may vary depending on the organizational context, including culture, leadership style, and support systems. Failure to account for contextual factors may lead to incomplete or inaccurate conclusions about their impact on employee performance.
9. Addressing these limitations through careful research design, robust data collection methods, and thoughtful analysis can strengthen the validity and reliability of findings related to the impact of development and training on employee performance.

**6.1validity and reliability**

Ensuring the validity and reliability of research procedures is essential when investigating the impact of development and training on employee performance. Validity refers to the accuracy of the research findings, ensuring that they truly reflect what they are intended to measure. Reliability, on the other hand, concerns the consistency and stability of the results over time and across different conditions.

In our study, we will employ various strategies to enhance the validity and reliability of our research procedures. First and foremost, we will carefully select and design our measurement tools to ensure that they accurately capture the key variables of interest, such as the effectiveness of training programs and employee performance outcomes. We will also conduct pilot testing and seek input from experts in the field to validate the content and construct validity of our measures.

To establish criterion validity, we will compare our research findings to established benchmarks and objective performance metrics wherever possible. This will allow us to determine the extent to which our measures of training effectiveness align with known indicators of employee performance.

Additionally, we will pay close attention to the sampling process to ensure that our study sample is representative of the target population. By recruiting participants from diverse backgrounds and organizational contexts, we aim to enhance the external validity of our findings and increase the generalizability of our results to other settings.

Throughout the research process, we will employ rigorous data collection and analysis techniques to enhance the reliability of our findings. This includes using standardized procedures, conducting reliability checks, and employing statistical methods to assess the consistency of our results.

Finally, we will acknowledge the limitations of our study and provide recommendations for future research to address any potential confounding variables or sources of bias. By transparently addressing these issues and adhering to best practices in research design and methodology, we aim to produce valid and reliable findings that can inform management decisions regarding training and development initiatives and their impact on employee performance.

**6.2Problems encountered and efforts to overcome problems:**

During the research on the impact of development and training on employee performance, several challenges may arise, requiring diligent efforts to overcome them. One common issue is the availability of accurate data regarding training programs and employee performance metrics. Organizations may not always maintain comprehensive records of training activities or may have varied methods of assessing employee performance, making it challenging to gather standardized data.

To address this challenge, efforts will be made to establish clear communication channels with participating organizations and obtain detailed information about their training programs and performance evaluation processes. Building strong relationships with key stakeholders within these organizations will facilitate access to relevant data and ensure its accuracy and completeness.

Another potential problem is the presence of confounding variables that may influence employee performance outcomes, such as changes in organizational structure, leadership styles, or external market conditions. While it may be challenging to control for all possible variables, efforts will be made to mitigate their impact through careful study design and statistical analysis.

Additionally, the research may encounter resistance or reluctance from some organizations to share sensitive information about their training programs or performance metrics. To address this, researchers will emphasize the confidentiality and anonymity of the data collected and highlight the potential benefits of participating in the study, such as gaining insights into best practices and benchmarking against industry standards.

Furthermore, the research may face limitations in terms of sample size and diversity, particularly if organizations are hesitant to participate or if certain demographic groups are underrepresented. Efforts will be made to recruit a diverse range of organizations and employees to ensure the findings are applicable across different contexts and populations.

Overall, proactive communication, meticulous planning, and flexibility in research methods will be crucial for overcoming these challenges and producing valuable insights into the impact of development and training on employee performance. By addressing these problems effectively, the research can provide meaningful recommendations for organizations seeking to optimize their training initiatives and enhance employee productivity and satisfaction.

**6.3Lessons I’ve learned for higher-quality research in the future**

In the process of researching the impact of development and training on employee performance, several challenges were encountered, offering valuable lessons for future endeavors. One notable challenge was ensuring the validity and reliability of the research procedures and results. Achieving validity required careful selection of research methodologies and data collection instruments to accurately capture the relationship between training initiatives and employee performance. Additionally, maintaining reliability necessitated consistency in data collection methods and minimizing sources of bias throughout the research process. Efforts were made to address these challenges by employing robust research designs, utilizing multiple data sources, and adhering to ethical principles. Despite these efforts, limitations persisted, such as potential confounding variables and constraints in data access. However, through transparent reporting and rigorous analysis techniques, attempts were made to mitigate these limitations and ensure the integrity of the research findings. Ultimately, the process highlighted the importance of methodological rigor, stakeholder engagement, and ethical considerations in conducting impactful research on employee development and training. These lessons will inform future research endeavors, guiding efforts to enhance the quality and relevance of studies in this field.

**CHAPTER 7: CONCLUSION**

**7.1Conclusion:**

The primary objective of any training session is to enhance the performance of employees, leading businesses to continuously design and implement training and development programs. However, it is crucial for organizations to establish clear goals and objectives for their training initiatives, considering the specific needs of both individuals and the firm This study emphasizes the significant role of training in improving employee performance. Training not only builds competencies among new and existing employees but also prepares them for future positions within the organization. Moreover, it helps address deficiencies in job-related areas and is viewed as a valuable investment by firms, yielding high returns and competitive advantages Employees are recognized as a rare, non-imitable, and valuable resource for businesses, with their performance greatly influencing the success or failure of an organization. Consequently, organizations are increasingly willing to invest in training programs to develop their workforce. Effective training is pivotal in enhancing both employee and firm competency, bridging the gap between desired and training programs serve as a catalyst for improving workers' performance and capabilities, ultimately boosting organizational productivity. Therefore, it is imperative for training to be tailored to meet the specific needs and objectives of each firm. Effective training interventions are carefully designed to facilitate the acquisition of necessary skills and knowledge, leading to enhanced employee performance.

In summary, the research findings support the proposition that training positively impacts employee performance, highlighting the importance of investing in effective training and development initiatives within organizations.

**7.2Recommendation:**

The evolving corporate landscape underscores the critical importance of continually improving training and development initiatives within organizations. As technology advances and a new generation of employees seeks more meaningful work experiences, companies must adapt their strategies to foster employee satisfaction, engagement, and talent retention.

In today's digital age, employees with strong technology literacy, adaptability, and creative problem-solving abilities are highly sought after. However, retaining these valuable individuals has become increasingly challenging for employers worldwide.

Traditionally, companies have relied on attractive benefits and competitive pay to attract talent. However, in the aftermath of the COVID-19 pandemic, this approach may no longer suffice. Employees are now placing greater emphasis on factors such as work-life balance, career advancement opportunities, and a sense of purpose in their roles.

To enhance training and development programs, organizations should consider the following strategies:

* Personalized Learning Paths: Offer customized training programs tailored to employees' skill levels, interests, and career aspirations. This approach ensures that learning experiences are relevant and engaging, leading to better retention of knowledge and skills.
* Continuous Learning Culture: Foster a culture of continuous learning and professional development where employees are encouraged to acquire new skills and knowledge regularly. Provide access to online courses, workshops, mentorship programs, and other learning resources to support ongoing growth.
* Embrace Technology: Leverage technology-enabled learning platforms, such as e-learning modules, virtual reality simulations, and gamified learning experiences, to make training more interactive and accessible. This allows employees to learn at their own pace and in their preferred learning style.
* Focus on Soft Skills: In addition to technical skills, prioritize the development of soft skills such as communication, teamwork, adaptability, and resilience. These skills are essential for success in today's collaborative and rapidly changing work environment.
* Employee Feedback and Collaboration: Solicit feedback from employees regarding their training experiences and preferences. Encourage open communication and collaboration between employees and training facilitators to co-create learning initiatives that meet their needs effectively.
* Integration with Career Development: Align training and development programs with employees' career paths and organizational goals.

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**CHAPTER 9. APPENDICES**

**Appendix A: Survey Questionnaire**

1.Demographic Information

* Age:
* Gender:
* Educational Qualification:

2.Years of Experience in the IT Industry:

* Learning and Development Programs
* Have you participated in any learning and development programs provided by your organization in the past year? (Yes/No)
* If yes, please specify the type of programs you attended (e.g., technical training, soft skills development, leadership workshops, etc.).
* On a scale of 1 to 5, how effective do you find these programs in enhancing your skills and knowledge?

3.Impact on Job Performance

* Do you believe that the learning and development programs have positively impacted your job performance? (Yes/No)
* If yes, please describe how these programs have contributed to your job performance improvement.

4.Career Development

* Have the learning and development opportunities provided by your organization helped you in advancing your career? (Yes/No)
* If yes, please elaborate on how these opportunities have contributed to your career growth.

5.Employee Satisfaction and Retention

* To what extent do you agree or disagree with the statement: "The availability of learning and development programs influences my satisfaction with the organization"? (Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree)
* Do you think the learning and development opportunities provided by your organization play a role in retaining employees? (Yes/No)

Impact Assessment:

1. How do you perceive the impact of learning and development programs on your job performance?
2. To what extent do you believe that participating in learning and development activities has improved your technical skills?
3. Have learning and development programs enhanced your ability to adapt to new technologies and tools in the IT industry?
4. Do you feel more motivated and engaged in your work as a result of participating in learning and development initiatives?
5. How has participation in learning and development activities influenced your career growth and advancement opportunities within the IT industry?

**Appendix B: Case Studies**

**Case Study 1: Company X**

Overview: Brief description of Company X and its learning and development initiatives.

Objectives: Goals of the learning and development programs.

Implementation: Details of how the programs were implemented and delivered.

Results: Impact of the programs on employee performance, satisfaction, and organizational outcomes.

Lessons Learned: Key takeaways and insights from the case study.

**Case Study 2: Company Y**

Overview: Brief description of Company Y and its learning and development initiatives.

Objectives: Goals of the learning and development programs.

Implementation: Details of how the programs were implemented and delivered.

Results: Impact of the programs on employee performance, satisfaction, and organizational outcomes.

Lessons Learned: Key takeaways and insights from the case study.