

## A Study on Impact of Training and Development on Organizational Success

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### Abstract

*Training is associated with to add knowledge, reinforce values, build attitudes and change behavior in addition to build specific skills. In today's competitive world, training and development initiative is an indispensable part of any organization. This paper reviews the systematic evolution of the training and development methods in recent times. The main objective of the paper is to study the How does training and development initiative impact on individual performance and add to the overall success of the organizational. The methodology of the study is explanatory and is based on primary study for which a survey has been conducted among the employees of a Telecom Company based out in Bihar. The survey has been conducted using close-ended questionnaire. It was found out that the training and development initiative had a positive impact on individual development and overall organization success. Therefore it was recommended to the organizations should continuously provide an employee adequate training at regular intervals.*

**Keywords:** *Training, Development, Impact, Organization success, Kirkpatrick 4 level framework*

## 1. Introduction

In this competitive world, training is a nerve that is most important for the smooth functioning of work of business. Proper training not only helps an employee in improving his work life but also leads to organizational development. Training is related to add knowledge, reinforce values, build attitudes and change behavior in addition to build specific skills. So, for overall development of an organization, it is very important to study the role, importance and advantages of training and its positive impact on development for the growth of the organization (Nda, 2013). In this fast changing era of the business world, only dynamic organizations have been working smoothly and are able to bypass the hurdles. The success of any business depends upon the quality of workforce that it employs and it is very difficult in this globalized and competitive world to attract competent workforce. Retention and managing attrition are other two major issues an organization may have to face while managing the workforce. Improved quality of work is a continuous and progressive process of an organization which results in higher profits and accentuating demands in the market (Alipour & Shahnava, 2009). Trainings and development initiatives are the formal mode of putting efforts within the organization to improve the performance of an employee at work through a variety of instructional methods and programs. Organizations have started giving huge attention to building capabilities and hence, training and development has emerged as a formal business function, and is now an integral element of business strategy of an organization. The basic principle of the training has not been changed over time. Aim of trainings have been honing the skills of employees to increase their productivity. However, with new technologies emerging every day, the way in which the organizations use to train their employees have been evolved over time. The eLearning technologies have entered the present era enabling self-paced learning for employee to enhance their skills at their own chosen venue and time. Earlier, the “stand-and-deliver” methods were into practice. Since such methods have been replaced with new tech learning, so now they prove to be exhausting and tedious for employees and may result in disengagement and decreased retention of attention. The technological advancements have brought new life to corporate training leveraging the internet and the web. Also with use of Automated Learning Management System it has become easy in monitoring the employee performance and evaluate the training effectively. With video training and Live Virtual Classroom (LVC) training, technology had transformed learning into a personal experience. Development of Human Resource Information System (HRIS) has enabled tracking details and the performance of an employee. This has helped management to evaluate and analyze if the current method of training has yielded the desired results or not (Campus, 2012). Training have become on-demand knowledge because it is no more limited to working hours. A blend of eLearning and mobile learning formally called micro learning has enables employees to get trained in small and discrete course chunks. An overall impact of this paradigm shift of training method has seen high retention and positive

feedback from the trainees in most of the organization (Clarke, 2016). The aim of the study is to understand the impact of training and development initiative on the organizational success.

## **2. Literature Review**

### **2.1 Kirkpatrick 4 level framework**

Ding & Lehrer (2007), in their study observed that when an organization delivers training to their employees they know the importance of measuring its effectiveness. After all they incurred good cost and invested time in it. This is where Kirkpatrick's Four-Level Training Evaluation Model can help the management in analyzing the impact of the training on the employees for future improvement. It considers any style of training, both informal and formal, to determine aptitude based on four levels criteria. According to this model, evaluation should always begin with level one, and then, as time and budget allows, should move sequentially through levels two, three, and four. Information from each prior level serves as a base for the next level's evaluation. In another study by Mind Tools Editorial Team (2013) training provides one with skills and people often seek training which could provide them with good returns in future. Imagine you apply for a certain course and in the middle of the training you find out that the course is meaningless to you and won't be of great help to you in life. Here, the Kirkpatrick's Four-Level Training Evaluation Model can assist one in evaluating his or her training considering its impact and effectiveness so that you can progress in future. Evaluating his or her training considering its impact and effectiveness so that you can progress in future. In a study conducted by Baskin (2001), there are four levels in Kirkpatrick's Four-Level Training Evaluation Model to analyze the impact of the training. The first level is the reaction level where Student Perceptions of the Collaborative Learning Process is recorded. It is important to measure the reaction of an employee to know about the overall satisfaction level of employee. Chong (2006) found 75 percent of the training programs were being considered for the training evaluation in 17 organizations. The second level is the learning level where the content learned and the knowledge gained is recorded. Learning can be evaluated of the content of work given by an employee. Another research conducted by Mavin, Lee, & Robson (2010) on 450 companies in UK, Portugal and Finland which focused on training quality and training evaluation showed that 40 percent of UK companies, 31 percent of Finland companies and 51 percent of Portugal companies conduct formal assessment on learning of the principles, facts, skills and attitudes which were specified as training objectives. Ghufli, (2014) examined that the level three looks at the changes in people's behavior towards the job. For example, after a writing skills course, if the individual make fewer grammatical and spelling errors and were their memos easier to understand. Level 4 at the end measures the "result" gained from the training. It focuses on the impact of the training on the organization rather than the individual.

### **2.2 Technology based tools for measuring the impact of training and development**

Be it a start-up or any MNC, capability building has assumed a great significance in this fast changing world and lots of resources are being used having huge financial impact. Hence it is imperative at the same time to measure the impact of training and development on an organizational success. So there has to be a specific tool or a model to measure the impact of training. A study conducted by Courtney (2015) talked about Trend analysis evaluation process. Trend analysis is one of the tools to see a big picture on how an organization is performing before, during and after the training and development sessions. The trend analysis allows

examining performance along the long time framework to provide a bigger picture of the goals achievement and the gaps before and after training sessions start. There has to be an appropriate interval of time before training session has started and from where the analysis will start. The performance can be measured on the key performing indicators depending upon the business-to-business. Another is the Discrepancy Evaluation Model which works through the examination of its each development stage with understanding of each stage. Every stage is evaluated against a set of performance standards. Later, the cost-benefit analysis is carried out to identify the potential benefits before the training. The study also found training objectives, which are defined as changes in work behavior and had a positive impact on building organizational effectiveness. The evaluating team has a picture of the outcome of training in their minds, which helps them in identifying the existing discrepancies between the expected outcome and the observed outcome. This model helps the evaluators to make decisions based on the difference between preset standards and what actually exists (Steinmetz, 2002). The Transactional Model combines monitoring with process evaluation through regular feedback sessions between evaluator and staff. Various observational and interview techniques are used in order to obtain the relevant information. Then that information is circulated to concerned departments and manager for further improvement and changes (Foroutani, Iahad, & Rahman, 2012). In Cervero's Continuing Education Evaluation studied by Alipour & Shahnava (2009), the researcher suggested seven categories for evaluation. There were seven criteria to determine the effectiveness of the training program. The seven criteria are (a) program design and implementation, (b) learner participation, (c) learner satisfaction, (d) learner knowledge skills and attitudes, (e) application of learning after the program, (f) impact of application of learning and (g) program characteristic associated with outcomes. Program implementation was based upon congruence between what was planned and what actually happened. Kirkpatrick evaluation model lays down the framework of four levels of evaluation from reaction of employees to its impact on organizational success. The transitional level is concerned about what employees have learned from the training session and what is the impact of the training on organization. The first level captures the initial reaction of the employees towards the training sessions which is simply measured by the questionnaires after the training. Second level is complex and is concerned with the measurement of understanding of the employees and how they were able to demonstrate their learning at work. This level can be tested through pen and paper test. Level three is concerned with the change in behavior of an employee towards their job. And lastly, fourth level measures the result gained from training (Baskin, 2001).

Though there are various models to measure impact of T&D but there are negligible sources talking about exact technologies organizations apply in these model to measure the overall impact.

### **2.3 Measuring Impact of T&D- Industry Best practices (Emphasis on development of leaders)**

Now that the researcher has studied various models that are used to measure the impact of T&D, further it is seen that how T&D helps managers and leader in an organization.

In a study conducted by Jehanzeb, Arabia, & Development(2013) it was found that training and development helps in inculcating the sense of team work, team spirit, and team collaborations. Better team work helps the supervisor to manage the team effectively. It also enables the

supervisors to meet their targets on time. It is important for a manager to give due importance to training initiatives designed and delivered to their employees so that they could get the assigned work from employees in time. In a similar study conducted by Siddika (2017), it was observed that there is significant reduction in cost of production because trained employees could utilize the available material and equipment in a better way. It also helped the management department in managing attritions and improve the availability and quality of the staff. Training sessions not only benefits employees with increased productivity and enhanced skill set but it indirectly benefits the managers because now when employees are more satisfied and motivated they are better able to meet their targets. This helps the managers to meet their overall department target (Bashir & Jehanzeb, 2016). Courtney (2015) conducted a study and found out that less supervision and low retention rate were few of the benefits to the managers of an organization. Success of any organization is majorly decided by the cost-benefit analysis. And when retention rate is low, the organization can significantly reduce its cost. This helps the HR managers in their recruitment process, because in case of low attrition rate HRs will not have to conduct the hiring process frequently. In a study conducted by Falola, Osibanjo, & Ojo (2014), it was found that training and development initiative has reduced the mental burden on the Head of Department concerned with high supervision. Trained employees require less supervision because they are efficient at their work and are more committed to their job.

#### **2.4 Significance of the study**

Training have been an integral part of any organization to align the present performance of an employee with the desired one (Kuznia & Ellis, 2014). Thus, studying about the new training methods and their impact on the workforce is important for the ultimate success of the ongoing training and development programmes. The reasons for conducting this study of analyzing the new training methods are to improve the efficiency of employees, achieve optimum performance, To reduce wastage of time and money and to reduce absenteeism.

### **3. Research Methodology**

The method of the study will be explanatory in nature. The research philosophy is interpretation of the study that a researcher constructs (Bailey, 2001). In this study, the researcher has consider critical realism philosophy has been used reason being that the researcher aimed to establish an interconnection between the natural and social worlds (Gray, 2014). As far as research method is concerned, descriptive explanatory research method has been used. Both the methods have enabled the researcher to evaluate and synthesize the data collected from the employees about the major impact of training and development. Data for the required study has been gathered from the primary source. Primary sources have enabled the researcher to collect first hand data related to the impact of training and development program. For surveying, questionnaire for data collection has been used. In the present study a quantitative close- ended questionnaire has been used. The questionnaire has three parts namely demographic information, general background and the hypothesis testing information has the questions based on Likert scale. In this study the researcher has used quantitative approach of data collection with survey strategy as researcher was interested in measurable data for the study through the means of questionnaire deductive approach has been used for analyzing the data collected for the research which helps the researcher to reach to a narrower conclusion after exploring the general concept(Creswell, 2013).

### 3.1 Objectives of the Research

The main research objective is to find what is the impact of training and development on organizational success? For this,

- To improve the efficiency of employees
- To achieve optimum performance,
- To prepare adaptive workforce for future challenging work,
- To have quality output,
- To reduce wastage of time and money,
- To reduce absenteeism

### 3.2 Hypotheses of the Study

H01: There is no significant impact of training and development on individual development and performance.

H01a: There is significant impact of training and development on individual development And performance.

H02: There is no significant impact of training and development on organizational success.

H02a: There is significant impact of training and development on organizational success.

## 4. Data analysis and interpretation

### 4.1 Descriptive Analysis

As per the statistics, it can be concluded that male employees showed more interest in participating in the survey. In case of age-wise distribution, it was found that maximum number of employees belonged to 28-37 age group. It was seen that out of 130 respondents, most of the employees were graduate. When tenure period of the employees was recorded, it was found that maximum percentage of respondents were working their for the period of 0-3 years.

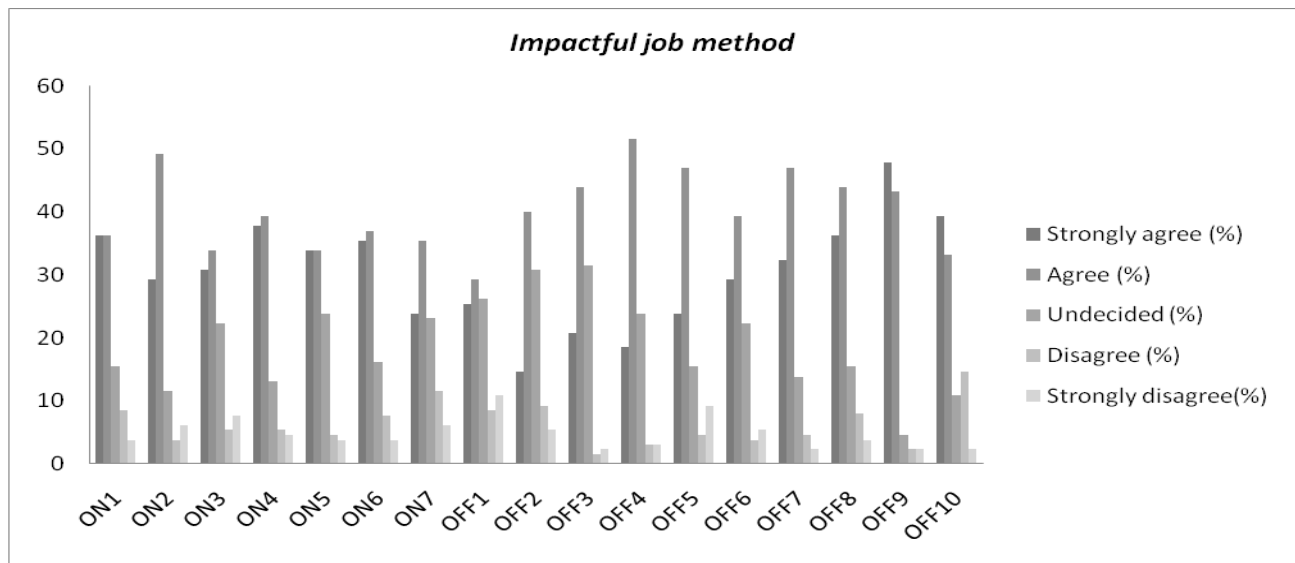
It was also found that most of the managers in telecom industry are concerned about their employees and their overall development. The possible reason behind this could be to motivate employee and increase their productivity.

When asked about the manager's concern, 53.1 % respondents said that yes they always get training. In cases where appropriate training is not given to employees for the skills they lack, they certainly tend to work inefficiently leading to poor results. It can be inferred from the statistics, that negligible per cent of the organizations under telecom industry are not trained on regular basis. In present study great outcome for telecom industry in view of impact of training and development sessions on overall personality has been found.

Further, the topic of concern was if the training and development sessions enabled the employees to perform better at workplace. Maximum number of respondents agreed with the statement. Statistics shows that more than half of the respondents fall in the slab of being agreeing to the statement. It means that training sessions had an impact on individual as well as organization.

While analyzing the development of employees as a priority for the organization, it was found that maximum number of employees strongly agreed to functional skills.

Lastly it was asked about the reason for which these training programs should be attended by the employees. Maximum number of employees said that they were attending training sessions to acquire new skills followed by 22.3 % of the respondents who said that these training sessions were important for their career growth.

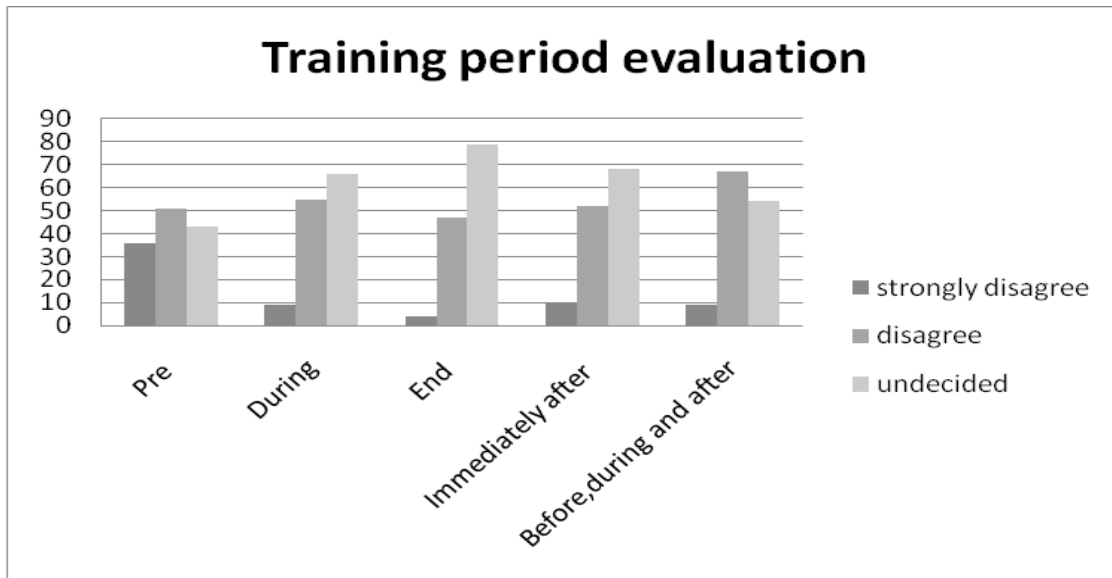


**Figure 1: Results of impact of job method**

As per the graph, it can be inferred that there were little responses as disagree and strongly disagree which means that more or less all the factors under *On-the job* and *Off-the job* training method were being considered for effective training programs. So it can be concluded that telecom industry was following all the important training methods for effective delivery of training so as to increase the productivity of the employees. The key to the names of the job methods in the graph has been provided in appendix 1.

**4.2 Timing of training evaluation**

Under this section timing of training session was considered on 3-point Likert scale. The results for the same are being shown through graphs.



**Figure 2: Analysis of Timing of training evaluation**

Here, the impact of training was evaluated through measuring the outcome of training. The statistics shows that majority of respondents said that they were sometimes evaluated before training. These statistics shows that more than half of the respondents have made positive perception towards the evaluation process in the organization.

### 4.3 Inferential Analysis

### 4.4 Perception on impact of training and development on individual development and performance

#### 4.4.1 Hypothesis 1

H01- There is no significant impact of training and development on individual development and performance.

H01a- There is significant impact of training and development on individual development and performance.

#### 4.4.2 Correlation Analysis

In this section, the relation of training has been established with employee's development and performance.

As per the statistics in the correlation table (Appendix 2) it can be inferred that all the variables are significant at 0.01 level of significance. Also I10 i.e. "I meet my targets and goals more easily than before" has highest correlation with dependent variable with Pearson correlation=.892 whereas I7 i.e. "Training and development has played significant role in improving the quality of my work" is least correlated with the dependent variable among all with Pearson correlation=.680. This means that there exists a relationship between training and



development program and the performance of the employees because they are able to meet their targets and goals more easily than before whereas quality of the work has not been significantly influenced by the training and development sessions.

#### 4.4.3 Regression Analysis

A regression analysis was conducted in order to examine the impact of training and development (independent Variable) on the on individual development and performance (dependent variable).

**Table 1: Model summary and ANOVA**

Model Summary and ANOVA				
Model	F	Sig.	Adjusted R Square	R Square
1	118.361	.000 <sup>b</sup>	.936	.944
a. Predictors: (Constant), I16, I1, I7, I5, I10, I3, I8, I6, I9, I13, I2, I15, I14, I4, I12, I11				

As per the above table, it can be seen that R square value is coming out to be .944 which means that 94.4% of the variation in dependent variable is explained through the independent variables together. In a study conducted by Al-Nuseirat & Biygautane (2014), it was found that the employees being trained for the skills they lack are more committed to their work, perform well and help the organization to succeed. It can be inferred from the ANOVA table of the regression analysis that the null hypothesis can be rejected because of the F value (118.361) and high significance level (.000). Hence there exists a significant impact of training and development on individual development and performance at work.

**Table 2: Coefficient table**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.126	.113		1.115	.267
	I1	-.001	.029	-.001	-.033	.974
	I2	.134	.043	.165	3.094	.002
	I3	.123	.047	.154	2.637	.010
	I4	-.022	.056	-.024	-.398	.691
	I5	.179	.043	<b>.217</b>	<b>4.156</b>	<b>.000</b>
	I6	.043	.044	.045	.966	.336
	I7	-.025	.043	-.025	-.581	.562
	I8	.001	.043	.001	.020	.984

I9	-.013	.051	-.015	-.263	.793
I10	.074	.048	.076	1.549	.124
I11	.266	.066	<b>.269</b>	<b>4.044</b>	<b>.000</b>
I12	.002	.054	.003	.042	.966
I13	.056	.048	.059	1.170	.245
I14	-.031	.054	-.034	-.581	.562
I15	.128	.047	.150	2.722	.008
I16	.061	.058	.069	1.056	.293

Table 2 reflects the coefficients for the regression analysis. The following model was found to be statistically significant and confirm that there exists dependency of the dependent variable on the independent variables.

As per the above table, out of all the training and development factors taken into consideration in the present model, the factors that were found to be significant at 10% level are ‘*skills and knowledge*’, ‘*job knowledge gained*’, ‘*Training and development sessions*’, ‘*bringing behavioral changes*’ and ‘*my contribution towards achieving organizational goal has increased*’. Out of all the significant factors, I11 that is “*Training helps in bringing behavioral changes*” was found to have maximum impact on the individual development and performance since it was found to possess highest value of standardized coefficient (.269) at highest level of significance (.000). Thus, it can be stated that the changes that develop in the behavior of the employees (individuals) as an outcome of training contributes maximum to improving the individual development and performance. In a study conducted by Sachdeva, (2014), it was found that the training and development techniques that lead to behavioral changes in the employees ultimately lead to increase in the performance of the employees. Thus, this study was found to be in sync with the findings of the present study thereby supports the present study.

#### 4.5 Perception on the impact of training and development on organizational success

##### 4.5.1 Hypothesis 2

H02- There is no significant impact of training and development on organizational success.

H02a- There is significant impact of training and development on organizational success.

##### 4.5.2 Correlation Analysis

Under this section the correlation between dependent variable i.e. organizational success and independent variables which constitutes of various factors of training and development initiative will be evaluated. It can be inferred from the correlation table (Appendix 3-table), that all the variables are coming out to be significant at 10% level. Thus, it can be stated that there exists significant relationship between the success of organization and factors of training and development initiative taken into consideration in the present model (Appendix-1).

##### 4.5.3 Regression Analysis

In this section a multiple regression has been conducted between dependent variable and the independent variables to analyze the impact of independent variables on dependent variable. Following are the results:

**Table 3: Model summary and ANOVA**

Model Summary and ANOVA				
Model	F	Sig.	Adjusted R Square	R Square
1	238.149	.000 <sup>b</sup>	.948	.952
a. Predictors: (Constant), P10, P5, P7, P6, P3, P1, P4, P9, P8, P2				

Since the value of R square is .952, it means that 95.2 % of the variation in dependent variable is explained by independent variables together. It means that Training and development initiative is able to explain 95.2% changes in *organization's success*. Above ANOVA table is showing the statistics of F value (238.149) which is coming out to be significant at 0.0 levels. This means that our model is fit. Thus, the null hypothesis can be rejected and it can be confirmed that there is substantial impact of training and development on organizational success.

**Table 4: Coefficient table showing impact of measuring training and development on organizational success**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.077	.091		-.843	.401
	P1	.182	.069	.191	2.636	.010
	P2	-.025	.071	-.027	-.357	.722
	P3	.122	.049	.129	2.507	.014
	P4	.098	.057	.092	1.704	.091
	P5	.204	.045	.214	4.510	.000
	P6	.197	.050	.197	3.965	.000
	P7	.035	.047	.035	.755	.452
	P8	.052	.057	.054	.916	.361
	P9	.135	.056	.142	2.412	.017
	P10	.024	.057	.024	.429	.669

It can be inferred from the table 4-15 out of all the independent variables taken into consideration in the model, 6 variables were found to have substantial impact on the dependent variable that is organizational success. Out of all the coefficients, P5 that is “*Training and development leads to lesser customer complaints, leads to higher customer service and satisfaction*” was found to have the highest standardized coefficient value (.214) and high level of significance (.000). Thus

it can be concluded that reduced customer complaints and increased customer satisfaction as an outcome of training and development contributes maximum to the success of the organization. In a study conducted by Singh, (2006) on relation between customer satisfaction and success of organization, it was found that consumer satisfaction helps to build and ensure customer allegiance and retention which is directly related to organizational success.

Thus, based on above discussion, it can be stated that effective training programs not only improve an individual in developing skills but also leads to overall success of the organization.

<b>Hypothesis</b>	<b>Rejection /Acceptance of Hypothesis</b>	<b>Result</b>
Hypothesis 1	Alternate hypothesis accepted	There is significant impact of training and development on individual development and performance
Hypothesis 2	Alternate hypothesis accepted	There is significant impact of training and development on organizational success.

## 5. Conclusion

As per the analysis, it was found that Training and Development initiatives have significant and positive impact on an organizational success. Specifically, employees those who attended the training and development sessions taking place at their workplace could see the improvement in their work. It was also established that training and development programs have been helpful for the employees in building and augmenting their functional and behavioral skills. Most of the employees strongly agreed with the fact that they were able to become better at work after attending training sessions. Training sessions had a positive impact on overall organizational success and also has little contribution towards improving their quality of work leading to enhanced company's performance and profitability. The study concluded that T&D majorly has impact on overall organization success and of individual.

As per the findings of the present research, there was little influence of training and development on the speed of assigned job therefore, it is recommended to the managers of the organizations to organize training sessions that not only focuses on qualitative aspect but also the quantitative aspects of the work. Also it was found that training sessions that were being held did not enable employees to meet their targets, expeditiously. So, an organization should modify the training process and should inculcate such training programs that would facilitate the employees to finish the assigned task effectively and fast.

The present research stated that training and development programs have got important role to play in organizational success and development. Thus, it is recommended to organizations to have training session frequently on regular basis. Further, these sessions should be made specific to meet the requirements of the workforce. It is recommended to the managers to organize training sessions to develop the skills that the employees' so that they can work efficiently and feel satisfied that will further improve the retention rate of employees in the organization.

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#### APPENDIX I- Names of Variables Examined

Variable	Full form
ON1	On the job instruction training
ON2	Special projects
ON3	Coaching
ON4	Mentoring
ON5	Job rotation
ON6	Internship training
OFF1	Role play

OFF2	Lecture method
OFF3	Conference
OFF4	Stimulated instruction
OFF5	Business games and case study
OFF6	Sensitive training
OFF7	Peer to peer learning
OFF8	Skills and behavioral training
OFF9	e-learning
OFF10	Certification program

### Impact of Training and development on Individual performance

I1	Attending the training and development (T&D) program has given me a better understanding of my job responsibilities
I2	Now, I know very well that what skills and knowledge are required to perform my job well
I3	The job knowledge gained during the training program has helped me to perform better at work
I4	Training program helps to plug skill gaps
I5	T&D sessions has played a significant role in improving my quality of work
I6	The skills and knowledge gained through training enables me to deliver quality services to the customer.
I7	After training I met my goals and targets more easily than before
I8	After T&D program, my speed of achieving targets has increased
I9	Training programs has improved my functional skills at work
I10	After being trained I clearly express my ideas and seek right information
I11	Training helps in bringing behavioral changes at work
I12	Training helps in my ability to apply acquired skills at work for better results
I13	After being trained I feel much valued and attached with increased professional commitment towards my organization.
I14	Now I often tell others that my organization is great place to work
I15	After attending T&D programme, my contribution towards achieving the organizational goal has increased.
I16	I find my job more interesting and meaningful now

### Impact of Training and development on organization success

P1	T&D initiatives helps organizations to manage their current business challenges and prepare for future opportunities
P2	T&D helps organizations to keep abreast of latest trends in the business
P3	T&D practices help in bringing cultural changes in the organization
P4	T&D initiatives leads to productivity and better quality of work
P5	T&D leads to lesser customer complaints, leads to higher customer services and satisfaction.

P6	T&D increase efficiencies in processes, reduce cycle time.
P7	T&D initiative lead to increased job satisfaction and morale among employees
P8	Since employees feel valued, it reduces employee turnover and enhances companies image
P9	T&D initiative impacts company's performance and profitability
P10	&D initiative impacts company's image and brand value

**APPENDIX II- Correlation coefficients between measuring T&D and Individual success**

Correlations Table		
Dependent variable		
Dep var	Pearson Correlation	1
	N	130
Attending training program gives me better understanding	Pearson Correlation	.664 <sup>**</sup>
	Sig. (2-tailed)	.000
Better knowledge of skill set for my job role	Pearson Correlation	.863 <sup>**</sup>
	Sig. (2-tailed)	.000
Training has helped to perform better at work	Pearson Correlation	.839 <sup>**</sup>
	Sig. (2-tailed)	.000
Training has helped to plug skills gap	Pearson Correlation	.846 <sup>**</sup>
	Sig. (2-tailed)	.000
Training has improved the quality of my work	Pearson Correlation	.808 <sup>**</sup>
	Sig. (2-tailed)	.000
Skills delivered through training helped to improve customer satisfaction	Pearson Correlation	.813 <sup>**</sup>
	Sig. (2-tailed)	.000
After training I meet my targets more easily	Pearson Correlation	.696 <sup>**</sup>
	Sig. (2-tailed)	.000
Training has improved my speed of meeting targets	Pearson Correlation	.680 <sup>**</sup>
	Sig. (2-tailed)	.000
Training session improves my functional skills	Pearson Correlation	.759 <sup>**</sup>
	Sig. (2-tailed)	.000
After training, I clearly express my idea	Pearson Correlation	.813 <sup>**</sup>
	Sig. (2-tailed)	.000
Training helped me in bringing behavioral changes	Pearson Correlation	.892 <sup>**</sup>
	Sig. (2-tailed)	.000
Training enabled me to apply my skills	Pearson Correlation	.848 <sup>**</sup>
	Sig. (2-tailed)	.000
After training, I feel more valued	Pearson Correlation	.835 <sup>**</sup>
	Sig. (2-tailed)	.000
I often suggest others that my organization is great place to work	Pearson Correlation	.833 <sup>**</sup>
	Sig. (2-tailed)	.000
After training, my contribution towards organization has increased	Pearson Correlation	.840 <sup>**</sup>
	Sig. (2-tailed)	.000



I find my job interesting and meaningful now	Pearson Correlation	.857 <sup>**</sup>
	Sig. (2-tailed)	.000
**. Correlation is significant at the 0.01 level (2-tailed).		

Table 1-15: Correlation table

**APPENDIX III- Correlation coefficient of measuring T&D and organizational success.**

Correlations		
dep	Pearson Correlation	1
Training sessions help the organizations to better manage their business	Pearson Correlation	.918 <sup>**</sup>
	Sig. (2-tailed)	.000
Training sessions helped the organizations to keep abreast of latest trends at workplace	Pearson Correlation	.908 <sup>**</sup>
	Sig. (2-tailed)	.000
Training initiative leads to better performance	Pearson Correlation	.896 <sup>**</sup>
	Sig. (2-tailed)	.000
training initiative leads to lower customer complaints	Pearson Correlation	.914 <sup>**</sup>
	Sig. (2-tailed)	.000
training lead to better efficiency in processes	Pearson Correlation	.900 <sup>**</sup>
	Sig. (2-tailed)	.000
training initiative leads to better job satisfaction	Pearson Correlation	.906 <sup>**</sup>
	Sig. (2-tailed)	.000
Training initiative leads to low attrition rate	Pearson Correlation	.878 <sup>**</sup>
	Sig. (2-tailed)	.000
Training initiative leads to increased company's performance and profitability	Pearson Correlation	.903 <sup>**</sup>
	Sig. (2-tailed)	.000
Training impacts company's image and value	Pearson Correlation	.912 <sup>**</sup>
	Sig. (2-tailed)	.000
P10	Pearson Correlation	.900 <sup>**</sup>
	Sig. (2-tailed)	.000
**. Correlation is significant at the 0.01 level (2-tailed).		

Table 1-16: Correlation table