



INTERNATIONAL JOURNAL OF ADVANCE RESEARCH, IDEAS AND INNOVATIONS IN TECHNOLOGY

ISSN: 2454-132X

Impact Factor: 6.078

(Volume 8, Issue 1 - V8I1-1416)

Available online at: <https://www.ijariit.com>

A critical analysis of how learning and development affects employee motivation and performance in an organization

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ABSTRACT

In today's fast-paced, competitive world, learning and development has become a crucial aspect for every organization. A great organization is distinguished from a good one by its human capital and their unique competencies. Organizations that engage in excellent human resource training and development reap both immediate and long-term rewards. Due to organizational, technical, and social dynamics, employees tend to become obsolete, making the need to adapt to constant learning environment and upgrading of skills and knowledge vital. The given research is an attempt to understand different perspectives on how learning and development is important in organization's today and how it tends to affect performance of an employee in a positive or a negative way. This research is divided into two parts; First part provides an overview and perspective of the Employees towards how Learning and Development helps in employee productivity. The number of participants was 107; method used was snowball sampling and instrument used was a structured questionnaire. Employees who were working in an organization for the duration of one year or more were taken into consideration. The second part consist the views of 8 Human resources professionals who have been engaged with the same organization for a minimum duration of two years. Their responses were taken into account with the help of semi-structured interviews which were further analysed using the method of content analysis. Furthermore, a comparison was drawn between the views of the employees and the HR professionals to bring out the contrasts and similarities of the opinions on this phenomenon.

Keywords: Employees, Productivity, Learning and development, Organization

1. INTRODUCTION

Employees are the organization's backbone. The organization's accomplishments or problems are determined by the performance of its personnel. As a result, it's critical for organisational leaders to understand the value of training and development in terms of employee performance and evaluation. The foundation for the organization's competitive advantage in today's global market is enhanced capabilities, knowledge, and skills. Despite the fact that a great amount of research has been done in the topic of employee performance training and development, it appears that organisational leaders still face gaps and obstacles in this area.

1.1 Employee Training and Development

Differentiated programmes, services, capabilities, and products are what organisations strive towards in order to be successful. However, well-trained professionals must imagine, design, execute, and maintain such features (Sheri-lynn 2007). Despite the fact that employee training and development can be a difficult undertaking for many executives, companies spend more than \$126 billion each year on it in order for employees to have a good impact on organisational outcomes. (Jehanzeb & Bashir, 2013)

The investment on employee training and development comprises diverse content areas, such as mandatory, compliance, managerial, supervisory, executive development, customer services, sales, interpersonal skills, and others (Ekaterini & Constantinos Vasilios, 2009). Feldman claims that this necessitates emotional agreement, which means that the organisation and individuals will work together to achieve long-term commitment through job growth and training possibilities. But, first and foremost, what is training and development? What is the purpose of it? What methods can be employed? What are the advantages? What role can leaders play

in this effort?

1.2 Training and Development Conceptualized

Training and development is a function within Human Resources management used to fulfill the gaps between current and expected performance (Elnaga & Imran, 2013; Nassazi, 2013). According to Business Dictionary training is an “organized activity aimed at imparting information and/or instructions to improve the recipient's performance or to help him or her attain a required level of knowledge or skill.” Training is focused on improving the skills necessary for accomplishing organizational goals (Elnaga & Imran, 2013), since it expands the efficiency of individuals, groups, and organizations. Although development can be viewed as training and the acquisition of new abilities and skills for personal development, it can also be viewed as a broader concept. It can be defined as an individual's comprehensive, long-term development in order to fulfil future duties and obligations.

1.3 Intentions of Training and Development

Employee training and development takes place at various levels of the business and assists individuals in achieving a variety of objectives. This approach aids individuals in reducing job tension and frustration. When a task is not completed correctly and the end results are not as expected, the individual may lose motivation to continue working. Individuals who are unable to achieve at the desired level of performance may choose to leave the company because they believe they are not being productive and are unsatisfied with their work.

Better performance and retention are the result of improved competencies. Employee training and development is an important part of Human Resources planning since it not only maximises individual returns, but it also has the potential to recruit better people to the company (Jacob, 2003; Noe, 1999). Individuals' thinking talents and inventiveness are expanded in order to improve decision-making, customer service, complaint handling, and overall self-efficacy. Additionally, when employees transfer from one task to another of a different sort, employee training and development gives the competencies. At all levels of the company, it is vital to provide high-quality work. It increases the likelihood for individuals to effectively deliver the purpose by providing essential proficiencies and structure throughout the employee training and development process, while also helping others in developing a learning culture as part of the organization's strategic goals (Yen et al., 2001). Individuals are more content with their work and more productive when organisations give the resources they need to do their tasks and the organisation as a whole is more successful.

1.4 Training and Development Needs and Common Approaches

Employee training and development requirements can arise at any level of the business, including strategic, tactical, and operational. With the help of other lines of business, middle management is responsible for recognising needs at the tactical level. Leaders at lower levels of management define operational needs, which are primarily concerned with individual performance and department-specific issues (Carnegie, 1981). Leaders at all levels of management are responsible for not only recognising training and development needs, but also for selecting the most effective methods, approaches, strategies, programmes, implementation, and assessment venues in order to achieve expected individual and organisational results. All needs should be linked to company objectives, which is an important aspect of assessing staff training and development needs. Employee training and development needs can be classified into three categories: (1) resolving difficulties centred on individual performance, (2) ongoing improvement of working procedures regardless of individual performance challenges, and (3) reinvigorating the company through innovations and strategic adjustments.

1.5 Benefits of Training and Development

Employee development and training is one of the most powerful motivators for both individuals and companies to achieve their short- and long-term goals and objectives. Training and development improves not only knowledge, skills, and attitudes, but also provides a number of other advantages (Khawaja & Nadeem 2013).

Individuals and organisations benefit from staff training and development programmes in a variety of ways: Individual Advantages: Individuals can learn the soft, functional, and technical skills they need to do their professions through training and development programmes. They are more satisfied with their jobs because they believe they are investing in their own future. They believe that their work has a significant purpose within the organisation. Individual loyalty tends to increase as a result of this, and they devote more time and effort to reaching the organization's bottom line (Massaro et al., 2016).

Individuals are more likely to seek out opportunities to learn new skills, take on new tasks and responsibilities, and further their personal and professional development. Such behaviours boost their self-esteem, confidence, and job satisfaction (Collins & Devanna 1992). Individual performance is improved through training and development.

As a result, training and development programmes assist firms in retaining personnel, differentiating themselves from competitors, enhancing their image as a top employer in the labour market, and raising overall organisational effectiveness. Every company must implement relevant and effective training and development programmes in order to improve employee performance (Rothwell and Arnold, 2007). It is critical to maintain this mindset because employees are an organization's most valuable asset.

The contribution of an organization's employees must be maximised by ensuring an appropriate source of personnel who are functionally, technically, and socially capable of progressing into specialised or managing roles. Overall, firms that proactively implement staff training and development programmes see favourable outcomes from those who participate (Izadikhah et al., 2010).

1.6 Employee Performance

Employee performance is primarily the responsibility of the training and development function. Improvement in productivity, ease in implementing new technology, or being a highly driven individual are all examples of performance (Rohan & Madhumita 2012).

Organizational leaders should set goals and criteria against which employee performance may be measured as they try to reach higher levels of employee performance.

1.7 Employee Performance Conceptualized

Individual performance is described as an individual's outcome in terms of process, results, relevance, and success. Productivity, efficiency, effectiveness, quality, and work attendance are all utilised as indicators of success. It is either the strategic approach to improve organisational effectiveness by improving the performance of individuals who work in the organisation, or it is the overall achievement of a particular activity measured against pre-selected standards of accuracy, cost, and speed (Maniscalco, 2010).

1.8 Employee Performance Evaluation

There are certain companies that don't use a systematic strategy to evaluating employee performance. As a result, this action raises concerns for confusing, inefficient, and ambiguous evaluation findings. As a result, it is critical for businesses to have a methodical strategy to performance evaluation. Employee performance is typically measured in terms of outcomes and behaviours, according to the organization's predetermined standards. Employee performance can be influenced by a variety of elements including personal, organisational, environmental, motivation, skill level, and job perceptions (Lorenz, 2009).

2. REVIEW OF LITERATURE

Training is the systematic process by which businesses give development and improve the quality of new and existing personnel. In Khawaja & Nadeem's article, training is defined as a systematic method to learning and development that improves individual, group, and organisational performance (Goldstein & Ford, 2002). As a result, it is the series of activities undertaken by an organisation that leads to the acquisition of information or skills for the aim of growth. As a result, the well-being and performance of human capital, organisations, and society as a whole are improved. According to Manju & Suresh (2011), training is used to increase the quality of an organization's goods and services in the face of fierce competition by improving employees' technical skills.

According to the Oxford lexicon (2007), productivity is the efficiency with which things are produced. Employee productivity, on the other hand, is an economic measure of output per unit of input. It's the total number of employees divided by net revenue (Rohan & Madhumita 2012). Thus, the overall or industrial productivity of employees might be determined.

Organizational productivity has benefited greatly from training. It not only improves employees' resourcefulness, but it also allows them to virtually learn their tasks and execute more competently. As a result, not only will employee productivity rise, but so will organisational productivity. Various studies show that training has a positive impact on staff productivity. Training as a process is one of the most often used strategies for increasing individual productivity and communicating organisational goals to employees (Ekaterini & Constantinos Vasilios, 2009).

Employees' behaviour and working skills are affected through training, which leads to improved performance and positive changes (Satterfield & Hughes, 2007). The most successful method of motivating and maintaining high-quality human resources inside a business is through training (Kate Hutchings, Cherrie J. Zhu, Brain K, Cooper, Yiming Zhang & Sijun Shao, 2009). Training, according to Lowry, Simon, and Kimberley (2002), is a method of increasing staff commitment and maximising employee potential.

Nilsson (2010) discovered that an individual's employability is influenced by their competency, interpersonal skills, and personal qualities. Employees' knowledge increases as a result of their interpersonal abilities, according to Sail and Alavi (2010). The structuring and awareness aspects of room-based collaboration platforms, according to Olivier et al. (2009), can improve the learning experience of soft skills (communication and leadership skills) courses. Shyamala et al. (2009) add that for both coursework and training, infusion learning of soft skills stays heavily focused on specific items/skills.

Before training methods are chosen, there must be several stages. First, conduct a requirements analysis to determine the problem that the training is supposed to remedy. Training is used to rectify inadequacies in knowledge, skill, or attitude. Within the job training, there are a variety of learning activities. Individuals benefit from off-the-job training since it is highly relevant and valid. Adult learners, on the other hand, have certain features that differentiate them apart from children, according to a study of literature on training approaches such as adult learning.

Employee training and development must be created and executed to satisfy the needs of all employees so that they are not just productive but also satisfied. Employees benefit from training and development because it improves their interpersonal and technical talents, teamwork, job confidence, and motivation to do their jobs more effectively (Kate Hutchings, Cherrie J. Zhu, Brian K. Cooper, Yiming Zhang and Sijun Shao 2009). Organizational training is the key to unlocking the potential for growth and development in order to get a competitive advantage (Rama V. & Nagurvali Shaik, 2012).

Organizations invest much on training and development of their workforce in order to boost productivity. As a result, knowledge, skill, and skills are predictors of employee performance, and firms must continue to properly invest in them in order to boost employee productivity. Organizations invest a lot of money and time on training in order to help employees gain job-related competencies, according to (Noe, 2006). As a result, it's critical to offer all of the training results (Dowling & Welch, 2005)

3. RESEARCH METHODOLOGY

The given research is divided into two parts; first part will deal with the employee perspective through the mode of questionnaire and the second part will show the perspective of the HR professionals.

3.1 Employee's Perspective

Non Probability Sampling was used for the research, which includes -Snowball Sampling

Sample Description:

- Number of Participants: **107**
- The participants of this study include people having work experience of at least a year.

Tool used: Questionnaire Analysis: Quantitative

The data collected through the survey was analysed quantitatively. Pie charts, bar graphs and percentages were used to represent the data.

Procedure

- Establishing rapport with the participants and in the process obtaining their consent for participation. The questionnaire was conducted individually at a continuous stretch of time. No breaks were observed during the administration of the questionnaire.
- The responses were recorded through online questionnaires.

Relevance of the questionnaire

The questions were framed in a way to get the detailed insights of training & development and how employee performance is an efficient and supportive strategy to organization and employee success.

3.2 Perspective of HR professionals

Research Design: The second part of research conducted was qualitative, exploratory in nature and non-probability sampling was used.

Nature of the study: Exploratory Research

Sample Description:

Number of Participants: **10**

The participants of this study include HR professionals engaged with an organization for a minimum period of 2 years.

The type of sampling technique used by us was non-probability because the samples for the study were selected according to the convenience and availability of the participants. The method of snowball sampling was adopted in which samples already selected were asked to identify people from the same group.

Procedure

- The subjects were identified by the method of snowball sampling.
- A semi-structured interview was conducted after establishing rapport with the participants. Each interview stretched to 20-30 minutes in a session.
- Debriefing was done after the completion of the interview.
- Interview transcripts were analysed using content analysis.

Tools

A semi-structured questionnaire was used to conduct the interview. The questions covered the various aspects of learning and development and employee performance.

- The respondents were initially asked to give their views learning and development and its need in an organization.
- They were asked the competencies of various training sessions.
- They were asked regarding the relationships between employees' acquisition of training sessions, the training methodology adopted by the trainer, and work performance.
- They were then asked if training methodology helps employees in transferring knowledge acquired during training to their work.
- Then they were asked about the influence of training and development, employee performance on job satisfaction.
- After this, the respondents were asked if the training & development and employee performance is an efficient and supportive strategy to organization and employee success.
- The questions were mostly based on the above mentioned points. The interview was carried forward on the basis of the responses received.

Relevance of the interviews

- The questions were framed considering different sectors of the working Industry.
- The objective was to understand about how Learning and development affects employee motivation and performance in an organization.
- The interviews gave us detailed insights about training & development and employee performance is an efficient and supportive strategy to organization and employee success.

4. DISCUSSION AND ANALYSIS

First part: (Employee perspective)

The research investigated the following research questions and hypotheses:

Research Question 1

To what extent the organization considers learning and development as a part of organizational strategy?

For learning and development to go well in an organization it is important for the employees to understand the importance and be well aware with all the aspects. Along with this support of the organization is also important to make sure the expectations of the employees are met.

H1: Organizations consider learning and development as an important part and considers it for helping the employees perform better and grow.

HO: Organizations tend to neglect learning and development for the employees as it is not cost efficient and is time consuming.

Research Question observation RQ1

Importance of L&D in organizations	Answers
Strongly Disagree	4.3%
Disagree	6.4%
Neutral	19.1%
Agree	36.2%
Strongly Agree	34%

On basis of observation from the survey 34% participants strongly agreed and 36.2% participants agreed on the fact that organization considers learning and development as a part of organizational strategy. This result supports H1.

Research Question 2

What kind of Training methods does the organization provide to train the employees?

There are various techniques available with the organizations which can be used for the learning and development process to ensure smooth and efficient training and growth of the employees.

H2: Organizations have started considering a mix of traditional and new techniques for learning and development process for the employees to bring in new and efficient ways of the process.

HO: The organizations tend to focus on already established traditional methods of learning and development like off the job and on the job training methods as they have already fixed paths and processes and do not need to be tested.

Research Question observation RQ2

Choice of L&D methods used	Answers
On the job training	23.4%
Off the job training	17%
Audio visuals	2.1%
Lectures	2.1%
All of the options	34%

On basis of observation from the survey 55.3% participants believe the organizations keep their focus for having a mix of all the available as well as new processes to train the employees for better and improved performance. This result supports H1.

Research Question 3

Does Learning and development process enable employees to be more productive?

It is important to understand if learning and development enables the employees to be more productive or not. L&D process is a well planned process and it becomes crucial that the process yields positive results for the organization. This led to our following hypothesis:

H3: Since L&D process undergoes a lot of thinking and planning before putting it to test it is highly likely that it will have an impact on employees' performance positively. The employees will become highly productive and their competencies will also increase.

HO: Employee productivity cannot be connected with L&D as some organizations might not be able to come up with the best suited training required by every employee and it further might lead to employees feeling unsatisfied with their work.

Research Question observation RQ3

L&D leads to employee productivity	Answers
Yes	72.3%
No	6.4%

Maybe	21.3%
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On basis of observation from the survey 72.3% participants said yes to the fact that learning and development activities undertaken by the organization leads to increased productivity. This result supports H1.

Research Question 4

Training program helped to increase the productivity of both quality and quantity?

Many organizations agree and believe in the fact that training programs designed for the employees helps to increase the productivity not just in qualitative terms but also quantitative terms. This led to our following hypothesis:

H4: The training programs, if designed effectively will lead to quality work by the employees and this quality work will further reflect in company’s profitable numbers due to increase in employee performance and competencies.

H0: Employee productivity cannot be measured in qualitative terms and the training programs cannot focus on both the aspects. It can either be the quality or the quantity.

Research Question observation RQ4

<i>Productivity increase in quality and quantity</i>	Answers
Strongly Disagree	2.2%
Disagree	2.1%
Neutral	19.1%
Agree	46.8%
Strongly Agree	29.8%

The survey suggested that 29.8% participants strongly agree and as high as 46.8% participants agree with the fact that training programs run by the organizations leads to an increase in the performance in both qualitative and quantitative terms. This result supports H1

Second part: (HR perspective)

To know perspectives of the Human resources professionals, the analysis began with transcribing interviews. Upon completion of transcription, the content was analysed qualitatively.

The following factors were taken into consideration while carrying out the analysis:

1. Frequency: words, phrases or emotions that were frequently expressed were noted.
2. Intensity: the intensity of the emotions expressed was taken into consideration.
3. Direction: the direction of the actions or emotions, i.e., negative or positive also guided our analysis.

The following themes emerged from the interviews:

1. Employee Training: Employee Training was targeted by almost all the participants. It is an important aspect to be considered for the employees as well as organization. Maximum participants were of the opinion that the training is the organized way in which organizations provide development and enhance quality of new and existing employees. And also training is viewed as a systematic approach of learning and development that improve individual, group and organization contributing to the well-being and performance of human capital, organization, as well as the society at large.

2. Employee Development: Another common theme was about development which refers to activities leading to the acquisition of new knowledge or skills for purposes of growing. They felt that organizations provide employees with development programmes in order to enhance their capabilities. Thus organizations should invest in continuous employee development in order to maintain employees as well as the organization success

3. Training and Productivity: As the most significant point of research, it was important to understand the value of training in increasing productivity of organizations. They also felt that It not only enhance employees resourcefully, but also provides them with an opportunity to learn their jobs and perform more competently. Most of the participants emphasized on the fact that the optimum goal of every organization is to generate high revenue and maximize profit and a vital tool to realize this is an efficient and effective workforce. Thus, a workforce is only efficient and effective if the appropriate training and development is provided further leading to productivity.

5. Comparison between Findings obtained from both the parts of the research

After the completion of the research, we tried to identify areas where the participants of both the research had the same thought process and the areas where they completely had a difference of opinion.

Following is the comparison of the opinions and feelings of participants of both the researches:

Areas	Similarities	Differences
Employee Training	Majority of the participants who administered the questionnaire felt that employee training is an essential for every organization. This response was in congruence to the participants interviewed. Participants of both the researches feel that organizations provide development and enhance quality of new and existing employees.	Most of the participants of the first part of the research feel that training and development is essential however, the means and techniques of it are not up to the mark. Interview participants feel that the techniques are sufficient and effective.
Employee Development	Participants of both the researches felt that organizations provide employees with development programmes in order to enhance their capabilities.	Some of the participants who administered the questionnaire felt that the developmental activity doesn't help the management in identifying, analysing, forecasting and planning changes needed in company's HR area.
Training and Productivity	Most of the participants of both the part of the research said that the optimum goal of every organization is to generate high revenue and maximize profit and a vital tool to realize this is an efficient and effective workforce.	

6. CONCLUSION AND RECOMMENDATIONS

Overall, these findings show that if learning and development activities improve cognitive and motivational dimensions like role breadth self-efficacy and flexible role orientation, knowledge and skills would improve. Attitudes and performance at work will improve as a result of the knowledge learned and, more specifically, proactive performance. This may open up fresh perspectives and allow for new ideas, resulting in increased job satisfaction and dedication. Developing practices, on the other hand, may boost employee's confidence in their capacity to work with more advanced abilities and broaden their understanding of their jobs, leading to better and more proactive performance. With this knowledge, managers and educators can include opportunities to develop these two cognitive and motivational constructs in L&D activities to help translate them into better performance, work attitudes, and, ultimately, well-being.

Training and development improves not just employee productivity but also the productivity of the company. Employee development, it has been stated, is the key to long-term organisational success. Employees that can quickly adjust to an ever-changing global market are essential for businesses. In order to keep employees and be successful, businesses must engage in ongoing employee training and development. Organizations that can learn and adapt to changes faster than their competitors will prosper in the twenty-first century. Employee training improves their initiative and quality of work, allowing them to be more devoted to attaining the organization's goals and objectives and, as a result, increasing their effectiveness. To summarise, training and development that affects employee productivity has aided not only the well-being of enterprises, but also the prosperity of the country.

7. RECOMMENDATIONS

- Organizations should involve and inculcate employee feedbacks and suggestions while preparing training and development programmes.
- For efficient running of programs designed by the organization, it is important that they make the employees aware about why the particular training is important and what positive impact it would have on their performance.
- It is recommended that firms prioritise employee training and development in order to get the most out of their personnel while also increasing productivity.
- Organizations as well as the employees should be made well aware about learning and development and its importance for the growth.
- Further research on training and development is also needed in order to gain a better understanding of the positive effects.

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