

Examining the Impact of Training and Development on Organizational Performance: An Analysis of Strategic Fit

Sanjib Chakraborty

Founder and Chairman, Asian College of Teachers

Abstract:

Human resource management strategies that neglect training and development are doomed to fail. They're crucial because of their impact on improving workers' knowledge, abilities, and productivity, which in turn affects the company's bottom line. By raising employee proficiency levels, training and development can significantly impact business results. Effective training programs help workers learn new abilities and hone their existing ones, allowing them to do a better job. As a result of this raised level of expertise, various organizational processes may see gains in output, error rates, and overall effectiveness. Training and development initiatives also help boost morale and participation in the workplace. Staff morale and loyalty can rise when they see that their employer cares about them as individuals and their professional development. Employees who are enthusiastic and invested in their work are more likely to go the extra mile, work well with others, and improve the company's bottom line. Organizational effectiveness is greatly influenced by training and development programs. They encourage creative problem-solving and flexibility in the workplace by increasing employees' knowledge, enthusiasm, and commitment to the company's mission. Improvements in productivity, employee satisfaction, and the organization's bottom line can result from training and development programs that are well-executed and in line with strategic goals. The main focus of the study is to examine the Impact of Training and Development on Organizational Performance. In addition, the study also focuses on various factors that impact training and development in an organization's performance and various factors that impact training and development in employee performance. Lastly, the study also examines various problems that are faced by the organization in managing training and development for employees.

Organizations must see the strategic value in these initiatives and invest in them if they are to succeed in the long run.

Keywords: Training and Development, Organizational Performance, Strategic Fit, employee, organization, human resource management

1. Introduction

Training plays a pivotal role in the attainment of organizational objectives by aligning the interests of both the organization and its workforce. To maximize productivity and effectiveness in the workplace, training has replaced all other considerations in recent years (Stone, 2002). Employee output is affected by several factors. However, training is the single most important factor in how well an employee performs. Employees' abilities can be greatly improved through proper training. As an employee gains more

experience, they become better at their job (Fakhar Ul Afaq, 2008). This is because more experience leads to more skills and competencies. Training can also have an impact on the return on investment (ROI) (Iftikhar Ahmad 2009). The success of an organization is intricately linked to the success of its employees, as human resource capital plays a pivotal role in driving growth and performance (Chris Amisano, 2010). Training is therefore provided to employees to boost both organizational and individual output. According to the researcher's findings, training and development is a crucial activity for improving healthcare organizations' overall performance (Robert T. Rosti Jr, 1998). According to another study, the productivity of individual workers is a key component to the success of a company as a whole (Workforce, 2006). There is a correlation between training and performance, but it also depends on things like job satisfaction, knowledge, and management. This demonstrates how vital employee performance is to the success of an organization, and how training and development can help workers do their jobs better.

The main focus of the study is to examine the Impact of Training and Development on Organizational Performance. In addition, the study also focuses on various factors that impact training and development in an organization's performance and various factors that impact training and development in employee performance. Lastly, the study also examines various problems that are faced by the organization in managing training and development for employees.

2. Objectives of the study

The main objective of this study will be to indicate that training and business strategy plays a crucial role in achieving employees' strategic fit within the organization. In addition to this, other objectives are as follows:

- To examine various factors that impact training and development in an organization's performance.
- To examine various factors that impact training and development in employee performance.
- To explore various problems that are faced by the organization to manage training and development for employees.

3. Literature Review

3.1 Impact of Training and Development on Organizational Performance

According to Björkman & Stakl, (2006), The organization benefits greatly from having a thorough understanding of all the critical and practical considerations involved in maintaining current resources. Human Resource Management tasks demand the manager's full focus. In particular, this research intends to impart crucial foundations of human resources, including education, employee performance, and how the former affects the latter. Today's businesses must adapt to a constantly shifting technological, political, and economic landscape and as a result, companies are being urged to invest heavily in their employees' training as a means of better adapting to these shifts and capitalizing on the opportunities they present. It has been crucial over the past decade to not ignore the preexisting evidence on the growth of company-wide expertise. The substantial growth observed can be attributed to the increased dedication and investment in the development of organizational employees, rather than solely relying on their proficiency or the availability of resources for the production of goods and services. As a result, companies must invest in their employees' professional growth and development to the fullest extent possible. Workers' contributions to the company's goals are crucial to their success.

The workforce is an organization's most valuable asset because of the impact it has on the company's reputation, as well as the utility and efficiency of the business. Without proper training, workers will lack

the knowledge and ability to perform their jobs effectively. Trained workers are always more beneficial to an organization in the long run than their untrained counterparts. The purpose of this study is to investigate the relevance of training for professors and to analyze the connection between training and their effectiveness in the classroom. Garavan *et al.*, (2020) examined that however, the overarching purpose is to look into how Employee Performance mediates the effects of Training Design, Training Delivery Style, and " Job Training" on Organisational Performance. Effective and efficient goal attainment is facilitated by training and development. The bottlenecks and issues that arise during implementation must be investigated by the organization. Employee performance has a major impact on a company's bottom line, so businesses need to invest in training methods that boost both employee and company output.

Training Design

Any business had to give serious thought to how its training program was developed. Michael, (2000) pointed out that the needs of the company should be at the forefront of any training program's development. Companies that create training programs with both employee needs and the company's long-term objectives in mind are more likely to see success. "Partlow, (1996)" stated that time is wasted, and money is wasted, too, when training is poorly designed. To achieve effective training and proficiency within an organization, trainees must possess certain skills and a strong motivation to acquire knowledge. According to Tsauro & Lin, (2004) given the objective of the training, which aimed to facilitate individualized learning and practice, it was evident that participants should possess a comprehensive understanding of the application of learning theories in the development of training programs. Furthermore, it was imperative to demonstrate the practical implementation of these theories whenever feasible.

Delivery Style

Training and Development placed a premium on the manner of delivery. Delivery style increased the receptivity and fluency of the staff. According to Michael, (2000), a trainer's time was wasted if he failed to make a significant impact on his students and keep their attention throughout the session. As a result, a trainer must utilize the most effective strategy for capturing the attention of his audience. Gowri, (2011) pointed out that the HR team is responsible for making sure the training is engaging for the trainees. The general advice was that training should be tried out first to find out what needs to be done in terms of design.

On the Job Training

OJT (Job Training) was found to be the most effective method for boosting worker competence. According to Deming & Edwards, (1982), employees were able to gain insight from their actions and improve their work as a result. Taylor & Davies, (2004) analyzed that both employees and employers benefited greatly from on-the-job training, as it cut training costs and saved time. Flynn, Schroeder, & Sakakibara, (1995) stated that employees and employers alike may benefit from on-the-job training, which can cut down on both time and money spent on instruction.

Employees Performance

Buchanan & Badham, (2020) pointed out that performance can be understood as the fulfillment of duties regarding process, outcomes, significance, and achievement. According to Pigors & Mayers, (1969)

Similarly, employee performance refers to the collective output and contribution of employees to attain the specific objectives set by an organization within a defined timeframe. Al-Omari, Alomari, & Aljawarneh, (2020) stated that staff output showed that production had increased because of the skillful application of cutting-edge technology and the contributions of especially agitated workers. According to Waters, (1992), it was the responsibility of company managers to ensure that their companies performed at peak levels. In the past, managers used stringent benchmarks to assess their employees' contributions to the company.

Organizational Performance

According to Garavan *et al.*, (2020), organizations are very important to our daily lives because they affect the progress and development of nations. This means that when organizations grow, nations do too. A country's social, economic, and political development could be impacted by its level of organization as well. For this reason, in the last 22 years, nearly 6 Nobel Prizes have been awarded to researchers whose work focuses on analyzing different organizations and institutions. In management studies, organizational performance has been the most important indicator and most important variable. Employee performance was difficult to assess, as there was no universal metric against which it could be measured, and there was no standard against which its relative worth could be judged.

3.2 Impact of training and development on employees' performance

Current organizations are facing extensive competition, and continuously changing technological and business environments. Companies now face greater difficulties as a result of globalization and the ever-evolving needs of their customers. The industries hope to achieve their desired level of profit despite these difficulties by investing in the education and growth of their workforce. Employees are a company's most valuable resource because their actions can boost or damage brand image and bottom line results. According to Elnaga and Imran, (2013), while development aims to improve employee performance by influencing their beliefs and values, training focuses on the practical, now, by helping people acquire the knowledge and skills they need to do their jobs. It's the method of teaching someone new things so they can become better at their job. Training plays a crucial role in achieving organizational goals, as it takes into consideration the best interests of both the company and its employees. Stone, (2002) stated that development refers to a protracted educational process that adheres to a meticulously organized framework to impart to managers theoretical notions and concepts. Training and development a key factors in elevating staff performance and ultimately helping businesses succeed. Employee performance can be greatly improved through training, which is seen as a useful means of adapting to the changes ushered in by technological innovation, market competition, and organizational restructuring.

As Mozael (2015) points out, training and development have become an integral part of most businesses because they increase employee productivity and retention rates, which in turn contributes to the company's overall success. Training needs associated with the evolving and expanding globalization of industry, varying national perspectives, and a diverse workforce must be addressed by existing organizations. According to Abdus, (2011) with both the company's and its employees' best interests in mind, training is crucial to reaching organizational goals. Stone, (2002) stated that the activities that are primarily focused on in development are those that enhance employee skills for future endeavors, such as software training and management training. The rapidity with which technology and the global economy are advancing has introduced new challenges for businesses. As technology has progressed, so need for

specific skill sets to accomplish any given job. Every business needs better and more effective training programs to face these difficulties.

The importance of training and development has been the focus of extensive research. There is little doubt that performance is the primary source of concern for businesses, as stated by Abbas Q. and Yaqoob (2009). The study revealed a statistically significant relationship and a positive correlation between training and development and employee performance and effectiveness. According to Mahbuba, (2013), extensive research has been conducted on this subject matter. Human resource management (HRM) initiatives, such as training, are seen as a bonus by staff members. Iftikhar and Sirajud (2009) analyzed that employee performance can be improved through training and development, say. The achievement of the organization's strategic objectives, mission, and overall effectiveness is contingent upon the implementation of training. Miller and Osinski (2002) and Rajasekar and Khan (2013) conducted research that specifically examined the significance of employee training and development within the context of human resources management. Their studies aimed to identify the importance of this aspect, as well as the methods and processes employed by organizations across various industries.

Employee Training

Human resource development would not be possible without the training process. Some employees lack the necessary knowledge, skills, and competencies to complete their work on time, making training an essential component for the growth of companies. According to Abbas Z., (2014) training, on the other hand, is a form of education that aims to improve one's competence in a particular area of work. Cole, (2002) stated that training is centered on the specifics of the job or task at hand, such as how to operate machinery and equipment safely and efficiently or how to build a successful sales team. Training, as defined by Saleem et al. (2011), refers to the organized process of acquiring knowledge, skills, and attitudes that empower employees to effectively carry out their tasks and fulfill their responsibilities within a specific workflow, while also being able to operate in a subordinate capacity. Training is known to have a positive impact on an organization's productivity as it serves as a source of motivation for employees, leading to increased effort and a heightened sense of discipline and professionalism in their work.

However, Laing (2009) asserts that training is a sign of a business's dedication to the growth and success of its employees. The speaker further asserts that training initiatives have the potential to enhance the long-term productivity of the organization. According to Singh and Mohanty (2012), there is a prevailing belief that training plays a crucial role in enhancing an employee's productivity, thereby influencing the overall performance and effectiveness of the organization. Nunvi (2006) posits that training programs are designed to preserve and enhance present job performance, whereas development initiatives aim to enhance skills for prospective job roles. McNamara, (2008) analyzed that to achieve a comprehensive understanding of training, it is imperative to initially cultivate and implement an internalized approach that values the acquisition of theoretical knowledge and various methodologies, as emphasized by. Armstrong (1996) stated that the objective of training is to cultivate the requisite skills, knowledge, and competencies necessary for one's occupation. Consequently, training is characterized as a deliberate and systematic endeavor. Gordon (1992) published a study. Training is just one part of development, which is a much broader, ongoing, multi-faceted set of activities with the overarching goal of elevating an individual's or an organization's performance to a new level, typically to carry out some future job or role. The value of an organization can be increased by investing in its employees through training, as explained by Singh and Mohanty (2012), but there needs to be a fair balance between the cost of training and the

benefits it provides. Chris (2011) argues that training workers is critical to any company's success and that any such effort must be monitored and assessed to ensure it is producing the desired results. Similarly, training focuses on making workers better at their specific jobs, while development looks at them as whole people and how they can improve. In addition, according to Campbell (1971), development helps managers learn and grow throughout a longer learning period with more generalized goals in mind, while training focuses on improving the skills of technical staff in the short term to achieve a more narrow goal. Training focuses on helping workers improve their performance in their current roles, while development aims to prepare them for new roles in the future. These are the main ways in which Armstrong M. (2009) distinguishes training and development. Scholars have discovered that due to technological progress, atomization, mechanization, environmental transformations, and organizational changes, numerous enterprises have recognized the significance of making substantial and ongoing investments in the professional development of their workforce. According to Khan et al. Training is the process of teaching someone new things so they can become better at their job. It's a planned improvement in the knowledge, skills, and feelings that employees need to do their jobs well in the given process and when they're working with others. Saleem et al. (2011) stated that in addition, Laing (2009) thought that training was a way to improve employees' skills, knowledge, abilities, and attitudes, which led to better work performance. Training, according to Singh and Mohanty (2012), is a crucial means to boost employee productivity, which in turn affects the performance and efficacy of the organization as a whole. Training, on the other hand, must be communicated to meet the job requirements and address the employees' needs for enhanced performance. In addition to the foregoing, McConnell (2004) argues that employees and their respective companies must collaborate to identify training requirements and establish clear training objectives. According to Mehrdad et al. (2009), training methods can be classified into two distinct categories: behavioral and cognitive. The behavioral category encompasses on-the-job training, which includes orientations, job instruction training, apprenticeships, internships and assistantships, job rotation, and coaching. On the other hand, the cognitive category refers to off-the-job training methods. Mahbuba (2013) posited that the role of the trainer is evolving from merely imparting knowledge to that of an active communicator who works towards both training and business goals. To better adapt the new technology in the organization for production, the training aims to improve the knowledge and skills and change the attitude and behavior of the employees. According to James *et al.* (2014), this will lead to lower rates of employee turnover and absence. The output of a well-trained workforce is both quantitative and qualitative. When workers have received adequate training, there is less waste of time, money, and resources.

Employee Development

According to Drucker, (1999), employees are consistently provided with opportunities to acquire and develop skills that will facilitate their professional growth and progression. This practice serves to maintain workers' motivation and job retention. Undoubtedly, an adept and cultivated workforce will prove advantageous to the organization. Additionally, this will enhance the probability of their ability to perform their tasks with efficiency and effectiveness. In contrast, development pertains to deliberate initiatives aimed at providing workers with opportunities for learning and growth. The primary focus of development does not lie in the acquisition of novel skills. In contrast, this resource provides readers with a comprehensive comprehension and viewpoint that will be of interest to individuals in higher-level managerial positions. The effectiveness of employees in performing their job responsibilities within an

organization can be improved by their engagement in development programs. These programs offer a well-organized setting for individuals to acquire knowledge and skills, fostering their personal and professional growth in these specific domains. Enhanced company management can be achieved through the acquisition of knowledge derived from the examination of the business environment, management principles and techniques, human relations, and industry analysis. The objective of manpower development is to generate the human capital essential for the efficient operation of the organization. Furthermore, as stated by Lawal (2006), this practice serves as a means of staying abreast of novel techniques and competencies pertinent to the execution of their professional duties.

On the other hand, Adeniyi (1995) claims that research, job rotation, personal growth, and self-evaluation are all methods of manpower development. Despite this, Aswathappa (2000) also suggested that if the training and development function is to be effective in the future and yield all expected returns, it will need to shift its focus away from techniques and traditional roles. The goal of development, on the other hand, is to better prepare members of an organization to take on new roles and responsibilities. It has been shown that By contrast, Noe (2010) argues that the fundamentals of training and development—needs assessment, training transfer, learning environment design, methods, and evaluation—should be grounded in a mix of academic research and actual business practice. Employee development typically entails giving workers opportunities to learn new skills and advance in their careers. Knowledge and experience are also shared.

4. Material and Method

In the current study, the quantitative research method best suits the study in which primary data is to be collected. The main objective of the study is indicated as the Impact of Training and Development of employee strategic fit within the organization this means that training strategies in business are essential to ensure the employees necessary skills required by the organization to gain a competitive advantage. The research will focus on the role of training and achieving the strategic fit in which 50 employees of one organization in three levels such as higher management, middle manager, and executive level are taken as a sample. The primary data is collected from people doing a survey and the survey analyzes how training and business strategy are useful in providing help and updating employee competency which is crucial in the consistently changing business environment.

5. Results

General demographic information

1. What is your gender?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	60	65.9	65.9	65.9
	Male	31	34.1	34.1	100.0
	Total	91	100.0	100.0	

2. Which age group do you belong to?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30-40 years	39	42.9	42.9	42.9

41-50 years	33	36.3	36.3	79.1
Above 50 years	9	9.9	9.9	89.0
Under 30 years	10	11.0	11.0	100.0
Total	91	100.0	100.0	

3. What's your highest level of education?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's degree	23	25.3	25.3	25.3
	Doctorate	16	17.6	17.6	42.9
	Master's degree	48	52.7	52.7	95.6
	Others	2	2.2	2.2	97.8
	PGDM	1	1.1	1.1	98.9
	pursuing Doctoral	1	1.1	1.1	100.0
	Total	91	100.0	100.0	

4. To which management cadre do you belong in your organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry-level Management	6	6.6	6.6	6.6
	Executive Management	19	20.9	20.9	27.5
	Higher Management	22	24.2	24.2	51.6
	Middle Management	35	38.5	38.5	90.1
	Others	9	9.9	9.9	100.0
	Total	91	100.0	100.0	

5. What is the duration of your managerial experience in your current organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10-15 years	14	15.4	15.4	15.4
	15-20 years	4	4.4	4.4	19.8
	5-10 years	27	29.7	29.7	49.5
	Don't have any managerial experience	1	1.1	1.1	50.5
	Less than 5 years	40	44.0	44.0	94.5

More than 20 years	2	2.2	2.2	96.7
NA	1	1.1	1.1	97.8
None	1	1.1	1.1	98.9
Teacher	1	1.1	1.1	100.0
Total	91	100.0	100.0	

6. In which industry does your organization operate?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Consulting	1	1.1	1.1	1.1
	Education	73	80.2	80.2	81.3
	Energy	1	1.1	1.1	82.4
	Financial services	1	1.1	1.1	83.5
	Healthcare	1	1.1	1.1	84.6
	Hospitality	1	1.1	1.1	85.7
	Manufacturing	3	3.3	3.3	89.0
	Retail	2	2.2	2.2	91.2
	Technology	8	8.8	8.8	100.0
	Total	91	100.0	100.0	

7. How big is your company in terms of the number of employees who work there?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	100-500	47	51.6	51.6	51.6
	501-1000	6	6.6	6.6	58.2
	Less than 100	29	31.9	31.9	90.1
	More than 1000	9	9.9	9.9	100.0
	Total	91	100.0	100.0	

8. How many employees are directly under your supervision?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21-30	2	2.2	2.2	2.2
	31-40	1	1.1	1.1	3.3
	45219	11	12.1	12.1	15.4
	Less than 10	60	65.9	65.9	81.3
	More than 40	17	18.7	18.7	100.0
	Total	91	100.0	100.0	

Hypothesis 1:-

H01: There is no significant relationship between training and development and its impact on enhancements of organizational performance.

H11: There is a significant relationship between training and development and its impact on enhancements of organizational performance

To test the above hypothesis we have considered the linear regression model which fits the data and the variables

Here we have considered the consolidated data of the variables for the analysis

Independent variables include:- (9-10-11 Questions from the Questionnaire which discuss the enhancements of organizational performance)

Enhancing organizational performance – frequency of company offering training and development – Effect of disseminating the business strategy to its employees

Dependent variables include:- (9-10-11-12-13-14-15-16-17-19-20-21-24-25-26-27-28-30 which states about the training and development)

Enhancing organizational performance – frequency of company offering training and development – Effect of disseminating the business strategy to its employees – Aligning training programs with business strategies –Competitive advantage in the industry - contribution to the attainment of employees'- degree of employee competencies- requisite skills and competencies- prioritizes strategic fit when designing and carrying out training activities- knowledge and abilities necessary to achieve strategic fit-adequate resources towards the development and implementation of training programs-alignment between training efforts and business goals/strategies- measuring the impact of training and development programs - benefits from training and development initiatives- contribute to the enhancement of team collaboration and communication- Enhancement of staff morale and motivation- obstacles company faces in implementing T&P- assessment of the overall influence of the training and development program.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.732 ^a	.535	.530	4.145	.535	102.583	1	89	.000

1. ****Model Fit Measures:****

- R: 0.732

- R² (R-squared): 0.535

- The R² value indicates that the independent variables collectively explain 53.5% of the variance in the dependent variable, Based on the above table it is related to enhancements of organizational performance. This suggests that the model has moderate explanatory power.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
-------	----------------	----	-------------	---	------

1	Regression	1762.604	1	1762.604	102.583	.000 ^b
	Residual	1529.220	89	17.182		
	Total	3291.824	90			

The significance value based on the above result is 0.00 the p-value is less than 0.05 therefore the results are significant and we can focus on further analysis

		Coefficients		Standardized		
		Unstandardized		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	10.657	2.051		5.197	.000
	Enhancing organizational performance - frequency of company offering training and development – Effect of disseminating the business strategy to its employees	3.383	.334	.732	10.128	.000

The above table explains the strength of the relationship between the two dependent and independent variables.

The p-value is 0.00 which is statistically significant i.e., $p < 0.05$. We accept the alternate hypothesis and conclude that there is a significant relationship between training and development and its impact on enhancements of organizational performance

Hypothesis: - 2

H02: There is no significant relationship between the execution of training and development and its impact on enhancements of employee performance and level of satisfaction.

H12: There is a significant relationship between the execution of training and development and its impact on enhancements of employee performance and level of satisfaction.

To test the above hypothesis we have considered the linear regression model which fits the data and the variables

Here we have considered the consolidated data of the variables for the analysis

Independent variables include:- (12-13 Questions from the Questionnaire which discuss the employee's performance and level of satisfaction)

Importance of aligning training programs with business strategies in order to succeed as an organization as a whole –T&D helps in gaining a competitive advantage in the industry

Dependent variables include:- (9-10-11-12-13-14-15-16-17-19-20-21-24-25-26-27-28-30 which states about the training and development)

Enhancing organizational performance – frequency of company offering training and development – Effect of disseminating the business strategy to its employees – Aligning training programs with business strategies –Competitive advantage in the industry - contribution to the attainment of employees'- degree of employee competencies- requisite skills and competencies- prioritizes strategic fit when designing and carrying out training activities- knowledge and abilities necessary to achieve strategic fit-adequate resources towards the development and implementation of training programs-alignment between training efforts and business goals/strategies- measuring the impact of training and development programs - benefits from training and development initiatives- contribute to the enhancement of team collaboration and communication- Enhancement of staff morale and motivation- obstacles company faces in implementing T&P- assessment of the overall influence of the training and development program

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.364 ^a	.133	.123	5.664	.133	13.619	1	89	.000

1. ****Model Fit Measures:****

- R: 0.36

- R² (R-squared): 0.13

- The R² value indicates that the independent variables collectively explain 36.4% of the variance in the dependent variable, based on the above table it is related to organizational performance and level of satisfaction This suggests that the model has moderate explanatory power.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	436.877	1	436.877	13.619	.000 ^b
	Residual	2854.947	89	32.078		
	Total	3291.824	90			

The significance value based on the above result is 0.00 the p-value is less than 0.05 therefore the results are significant and we can focus on further analysis

		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	23.171	2.191		10.573	.000
	Importance of aligning training programs with business strategies to succeed as an organization as a whole –T&D helps in gaining a competitive advantage in the industry	3.220	.873	.364	3.690	.000

The above table explains the strength of the relationship between the two dependent and independent variables.

The p-value is 0.00 which is statistically significant i.e., $p < 0.05$. We accept the alternate hypothesis and conclude that there is a significant relationship between the execution of training and development and its impact on enhancements of employee performance and level of satisfaction

Hypothesis 3

H03: There is no significant relationship between employee competencies and their impact on enhancements of organizational performance.

H13: There is a significant relationship between employee competencies and their impact on enhancements of organizational performance.

To test the above hypothesis we have considered the linear regression model which fits the data and the variables

Here we have considered the consolidated data of the variables for the analysis

Independent variables include:- (14-15 which states the employee's competencies

Attainment of employees' strategic alignment within the organization - the degree of employee competencies

Dependent variables include:- (9-10-11-12-13-14-15-16-17-19-20-21-24-25-26-27-28-30 which states about the training and development)

Enhancing organizational performance – frequency of company offering training and development – Effect of disseminating the business strategy to its employees – Aligning training programs with business strategies –Competitive advantage in the industry - contribution to the attainment of employees'- degree of employee competencies- requisite skills and competencies- prioritizes strategic fit when designing and carrying out training activities- knowledge and abilities necessary to achieve strategic fit-

adequate resources towards the development and implementation of training programs-alignment between training efforts and business goals/strategies- measuring the impact of training and development programs - benefits from training and development initiatives- contribute to the enhancement of team collaboration and communication- Enhancement of staff morale and motivation- obstacles company faces in implementing T&P- assessment of the overall influence of the training and development program

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					
					R Square Change	F Change	df1	df2	Sig. Change	F
1	.542 ^a	.293	.286	5.112	.293	36.965	1	89	.000	

1. ****Model Fit Measures:****

- R: 0.54

- R² (R-squared): 0.29

- The R² value indicates that the independent variables collectively explain 29.3% of the variance in the dependent variable, Based on the above table it is related to employee competencies and its impact on enhancements of organizational performance. This suggests that the model has moderate explanatory power.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	966.006	1	966.006	36.965	.000 ^b
	Residual	2325.818	89	26.133		
	Total	3291.824	90			

The significance value based on the above result is 0.00 the p-value is less than 0.05 therefore the results are significant and we can focus on further analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.498	2.438		6.768	.000
	Attainment of employees' strategic alignment within the organization - the degree of employee competencies	3.881	.638	.542	6.080	.000

The above table explains the strength of the relationship between the two dependent and independent variables.

The p-value is 0.00 which is statistically significant i.e., $p < 0.05$. We accept the alternate hypothesis and conclude that there is a significant relationship between employee competencies and their impact on enhancements of organizational performance.

Hypothesis:-4

H04: There is no significant relationship between establishing strategic fit and its impact on enhancements of organizational performance.

H14: There is a significant relationship between establishing strategic fit and its impact on enhancements of organizational performance.

To test the above hypothesis we have considered the linear regression model which fits the data and the variables

Here we have considered the consolidated data of the variables for the analysis

Independent variables include:-

Prioritizing strategic fit when designing and carrying out training activities - knowledge and abilities necessary to achieve strategic fit- allocation of adequate resources towards the T &D programs

Dependent variables include:- (9-10-11-12-13-14-15-16-17-19-20-21-24-25-26-27-28-30 which states about the training and development)

Enhancing organizational performance – frequency of company offering training and development – Effect of disseminating the business strategy to its employees – Aligning training programs with business strategies –Competitive advantage in the industry - contribution to the attainment of employees'- degree of employee competencies- requisite skills and competencies- prioritizes strategic fit when designing and carrying out training activities- knowledge and abilities necessary to achieve strategic fit-adequate resources towards the development and implementation of training programs-alignment between training efforts and business goals/strategies- measuring the impact of training and development programs - benefits from training and development initiatives- contribute to the enhancement of team collaboration and communication- Enhancement of staff morale and motivation- obstacles company faces in implementing T&P- assessment of the overall influence of the training and development program

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Change	Square F Change	df1	df2	Sig. F Change
1	.803 ^a	.645	.641	3.621	.645	162.035	1	89	.000

1. ****Model Fit Measures:****

- R: 0.80
- R² (R-squared): 0.64

- The R² value indicates that the independent variables collectively explain 64.5% of the variance in the dependent variable; Based on the above table it is related to establishing strategic fit and enhancements of organizational performance. This suggests that the model has high explanatory power.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2124.766	1	2124.766	162.035	.000 ^b
	Residual	1167.058	89	13.113		
	Total	3291.824	90			

The significance value based on the above result is 0.00 the p-value is less than 0.05 therefore the results are significant and we can focus on further analysis

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.375	1.059		17.356	.000
	Prioritizing strategic fit when designing and carrying out training activities - knowledge and abilities necessary to achieve strategic fit- allocation of adequate resources towards the T &D programs	2.365	.186	.803	12.729	.000

The above table explains the strength of the relationship between the two dependent and independent variables.

The p-value is 0.00 which is statistically significant i.e., $p < 0.05$. We accept the alternate hypothesis and conclude that there is a significant relationship between establishing strategic fit and its impact on enhancements of organizational performance.

6. Finding and discussion

To examine the general demographic information it was found that 65.9% of the respondents were female whereas three four point one percent of the respondents were male. To examine the age group they belong to it was found that 42.9% of the respondents were between age group 30 to 40 years whereas 11.9% of

the respondents were under 30 years of age. To focus on the level of Education of the respondents it was found that 25.3% of the respondents hold a bachelor's degree whereas 17.6% of the respondents hold's doctorate. To focus on which management the respondents belong in the organization it was found that 6.6 percent of the respondents were in entry-level management, and 20.9% of the respondents were in executive management.

To focus on the duration of the managerial experience of their organization it was found that 15.4% of the respondent has 10-15 years of experience whereas 4.4% of the respondents have 15-20 years of experience whereas 44% of respondents have less than 5 years of experience. To focus on which industry the organization operates it was found that 80.2% of the respondents operate in the education sector whereas 8.8% of the respondents operate in the technology sector and 2.2% of the respondents operate in the retail sector. Focus on how big is the company in terms of the number of employees it was found that 51.6% of respondents have a hundred to 500 employees whereas 31.9% of the respondents have less than a hundred employees. To focus on employee art directly under their supervision it was found that 2.2% of respondents have 21 to 30 employees under their supervision whereas 65.9% of the respondent has less than 10.

To focus on hypothesis no 1 which examines whether there is no significant relationship between training and development and its impact on enhancements of organizational performance it was found that the p-value is 0.00 which is statistically significant i.e., $p < 0.05$. Researchers accept the alternate hypothesis and conclude that there is a significant relationship between training and development and its impact on enhancements of organizational performance.

When employees are provided with opportunities to learn and grow, they are better able to adapt to the ever-changing demands of the workplace and contribute to the organization's success. There is a mutual benefit between training and development and business results because developing employees improves productivity throughout the company. To begin, training programs equip workers with the knowledge and abilities they need to perform their jobs successfully. This, in turn, contributes to higher levels of effectiveness and output. Staff members who have received adequate training are better able to carry out their duties and improve both productivity and quality. This has a beneficial effect on organizational performance because it helps cut down on mistakes, boosts the quality of output, and simplifies procedures. Additionally, development initiatives contribute to an organization's long-term success by encouraging employee development and advancement. Investing in employee training and education benefits the company as a whole by producing a highly skilled and engaged workforce. This has a multiplicative effect on organizational performance because it guarantees a steady supply of capable individuals to fill leadership roles and advance long-term goals. Training and development have an effect on organizational performance that goes beyond the improvement of individual employees' abilities. A productive work environment is fostered by an educated and capable staff. When companies show they care about their employees' careers, it boosts morale and motivates workers to work harder. Employees who are happy and invested in their work are more likely to work together productively, share information clearly, and come up with novel ways to help the company reach its objectives.

In addition, in today's ever-changing business climate, ongoing education is crucial for survival. Employees can better respond to technological, industry, and market shifts by participating in training and development programs. Organizations that place a premium on learning are better able to deal with uncertainty, seize opportunities, and anticipate trends, all of which have an effect on their performance. Organizational performance is directly tied to the quality of training and development programs.

Investments in employee development not only improve individual competencies but also boost morale, employee engagement, and flexibility in the workplace. A company's ability to adapt to the ever-changing business environment depends in large part on the quality of its workforce, which is why it is so important to invest in its training and development.

To focus on hypothesis no 2 which examines whether there is no significant relationship between the execution of training and development and its impact on enhancements of employee performance and level of satisfaction it was found that the p-value is 0.00 which is statistically significant i.e., $p < 0.05$. Researchers accept the alternate hypothesis and conclude that there is a significant relationship between the execution of training and development and its impact on enhancements of employee performance and level of satisfaction. To focus on hypothesis no 3 which examines whether there is no significant relationship between employee competencies and their impact on enhancements of organizational performance it was found that the p-value is 0.00 which is statistically significant i.e., $p < 0.05$. Researchers accept the alternate hypothesis and conclude that there is a significant relationship between employee competencies and their impact on enhancements of organizational performance. To focus on hypothesis no 4 which examines whether there is no significant relationship between establishing strategic fit and its impact on enhancements of organizational performance it was found that the p-value is 0.00 which is statistically significant i.e., $p < 0.05$. Researchers accept the alternate hypothesis and conclude that there is a significant relationship between establishing strategic fit and its impact on enhancements of organizational performance.

7. Conclusion and Recommendations

The field of human resource management has devoted a great deal of time and energy to studying and analyzing the effect of training and development on organizational performance (Prajogo, 2016). An in-depth analysis of this topic reveals that training and development programs significantly impact the prosperity and efficiency of businesses. First and foremost, training and development initiatives significantly improve workers' competence and expertise (Shankar, 2019). Organizations can significantly boost their workforce's proficiency and productivity by investing in their people and giving them the means to learn new skills or hone their existing ones. This, in turn, leads to improved operational efficiency and performance. Well-trained workers are more capable of carrying out their duties, which improves the quality of their work and decreases the number of mistakes they make, which in turn boosts the company's bottom line (Hanaysha, 2016). Employee motivation and contentment rise as a result of opportunities for professional growth and development. Employees who perceive that their organization is invested in their professional growth tend to be more motivated and committed to their jobs (Yunis, 2018). As a result, turnover rates and the costs of recruiting and onboarding new employees are lowered. Employees who feel appreciated and appreciated in the workplace are more likely to go above and beyond for their customers.

Change and innovation are constants in today's business world, and training and development help employees adjust to them (Iis, *et al.*, 2022). Businesses that invest in their employees' education and development are better able to adapt to the ever-evolving marketplace. Businesses that can change with the times are better able to compete and meet customer needs (Shin, 2017). Leadership and management are also impacted by training and development. Training programs for leaders and managers that work help organizations produce leaders who are up to the task (Paais, 2020). Skilled leaders can steer their teams in the right direction, establish concrete goals, and foster a motivating workplace (Abualoush,

2018). This, in turn, promotes a culture of responsibility, cooperation, and creativity—qualities crucial to the success of any business. There is strong evidence to suggest that investments in training and development have far-reaching and complex effects on business results (Saridakis, 2017). These programs not only help employees learn new things and improve their skills, but they also make them more engaged, lower turnover, make it easier for employees to adapt, and encourage good leadership (George, 2019). Training and development are important parts of effective human resource management strategies because companies that keep investing in their employee's growth and development will likely see long-term improvements in their performance and ability to compete.

Following are some recommendations:

- To be effective, a company's training and development initiatives must align with its overall strategic objectives. Employees are more likely to be motivated and committed to training when they see how it contributes to the success of the company.
- Before developing a curriculum, it is important to determine the specific areas of improvement. The first step is to pinpoint the specific areas where there is a lack of knowledge or expertise within the company.
- Create an all-encompassing training plan that specifies the different training options, how they will be delivered (in-person, online, on-the-job), and how they will be evaluated. This plan of action needs to be versatile and malleable to meet the evolving needs of the company.
- Not all employees have the same requirements for training. Different teams or divisions may have different training needs. Customized training ensures that each group receives the relevant skills and knowledge they need to excel in their specific roles.

8. References

1. Abbas, Q. and Yaqoob, S. (2009). Effect of leadership development on employee performance in Pakistan. *Pakistan Economic and Social Review*, 47(2): 269-92.
2. Abbas, Z. (2014). Identification of factors and their impact on employees' training and organizational performance in Pakistan. *Kasbit Journal of Management & Social Science*, 7(1): 93-109.
3. Abdus, S. N. (2011). Training and development strategy and its role in organizational performance. *Journal of Public Administration and Governance*, 11(2): 42-57.
4. Abualoush, S., Bataineh, K., & Alrowwad, A. A. (2018). The role of knowledge management process and intellectual capital as intermediary variables between knowledge management infrastructure and organization performance. *Interdisciplinary Journal of Information, Knowledge, and Management*, 13, 279-309.
5. Adeniyi, O. I. (1995). *Staffing Training and Development*: in Ejiogu, A; Achumba, I. New Ed. Enugu: Asika Publications.
6. Al-Omari, Z., Alomari, K., & Aljawarneh, N. (2020). The role of empowerment in improving internal processes, customer satisfaction, learning, and growth. *Management Science Letters*, 10(4), 841-848.
7. Armstrong (1996). *Business Organization and Management*, 3rd edition.
8. Armstrong, M. (2009). *Armstrong's Handbook of Human Resource Management Practice* (11th ed.).
9. Aswathappa, K. (2000). *Human resource and Personnel Management*”, Tata McGraw
10. Björkman, I., & Stahl, G. K. (2006). 1 International human resource management research: an introduction to the field. *Handbook of research in international human resource management*, 1.

11. Buchanan, D., & Badham, R. (2020). Power, politics, and organizational change: SAGE Publications Limited.
12. Cambell, J. (1971). Personnel training and development. Annual Review of Psychology.
13. Chris Amisano, (2010), eHow contributor “Relationship between training and employee performance”.
14. Chris, O. (2011). Employee training and development in Nigerian organizations: Some observations and agenda for research. Australian Journal of Business and Management Research, 1(9): 82-91.
15. Cole, G. A. (2002). Personnel and human resource management. 5th Edn., Continuum London: York Publishers
16. Deming, W. E., & Edwards, D. W. (1982). Quality, productivity, and competitive position (Vol. 183): Massachusetts Institute of Technology, Center for Advanced Engineering Study Cambridge, MA.
17. Drucker, P. F. (1999). Management Challenges for the First Century, New York. Hoper Business.
18. Elnaga, A. and Imran, A. (2013). The effect of training on employee performance. European Journal of Business and Management, 5(4): 137-47.
19. Fakhar Ul Afaq, Anwar Khan (2008), “Case of Pearl Continental hotels in Pakistan, Relationship of training with Employees’ Performance in Hoteling Industry”.
20. Flynn, B. B., Schroeder, R. G., & Sakakibara, S. (1995). The impact of quality management practices on performance and competitive advantage. Decision Sciences, 26(5), 659-691.
21. Garavan, T., McCarthy, A., Lai, Y., Murphy, K., Sheehan, M., & Carbery, R. (2020). Training and organizational performance: A meta-analysis of temporal, institutional, and organizational context moderators. Human Resource Management Journal.
22. George, B., Walker, R. M., & Monster, J. (2019). Does strategic planning improve organizational performance? A meta-analysis. Public Administration Review, 79(6), 810-819.
23. Gordon, B. (1992). Are Canadian firms under-investing in training? Canadian Business Economics, 1(1): 25-33.
24. Gowri, R. (2011). The effect of human resource practices on employee retention at Intel. Universiti Utara Malaysia.
25. Hanaysha, J. (2016). Examining the effects of employee empowerment, teamwork, and employee training on organizational commitment. Procedia-Social and Behavioral Sciences, 229, 298-306.
26. Iftikhar Ahmad and Siraj ud Din, Gomal Medical College and Gomal University, D.I.Khan, Pakistan (2009), “EVALUATING TRAINING AND DEVELOPMENT”
27. Iftikhar, A. and Sirajud, D. (2009). Gomal Medical College and Gomal University, D.I.Khan, Pakistan, “evaluating training and development. International Journal of Scientific and Research Publications, 7(2): 165-166.
28. Iis, E. Y., Wahyuddin, W., Thoyib, A., Ilham, R. N., & Sinta, I. (2022). The Effect of Career Development And Work Environment On Employee Performance With Work Motivation As Intervening Variable At The Office Of Agriculture And Livestock In Aceh. International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJEBA), 2(2), 227-236.
29. James, O., Daniel, M., and Wanyoike. (2014). Effects of training on employee’s performance.
30. Laing, I. F. (2009). The impact of training and development on work performance and productivity in public sector organizations: A case study of Ghana ports and Garbous authority. A thesis submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science, and Technology.

31. Mahbuba, S. (2013). Impact of training in the pharmaceutical industry: An assessment on Square Pharmaceuticals Limited, Bangladesh. *International Journal of Science and Research*, 2(2): 576- 87.
32. McConnell, C. R. (2004). Managing employee performance. *The Health Care Manager*, 23(3): 273-83.
33. McNamara, C. (2008). *Employee Training and Development: Reasons and Benefits*.
34. Mehrdad, A., Mahdi, S. and Ali, S. (2009). A study of on-the-job training effectiveness: Empirical evidence of Iran. *International Journal of Business and Management*, 4(11): 63-68.
35. Michael, A. (2000). *Understanding training*. Human Resource Management Practice, 8th Edition. Kogan page limited, London. pp, 543.
36. Miller, J. A. and Osinski, D. M. (2002). *Training needs assessment*. London: SHRM
37. Mozael, B. M. (2015). Impact of training and development programs on employee performance. *International Journal of Scientific and Research Publications*, 5(11): 38-42.
38. Noe, R. A. (2010). *Employee training and development*. McGraw-Hill/Irwin.
39. Nunvi, G. P. (2006). *Business Organization, and Management 3rd Edition*.
40. Paais, M., & Pattiruhu, J. R. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *The Journal of Asian Finance, Economics and Business*, 7(8), 577-588.
41. Partlow, C. G. (1996). Human-resources practices of TQM hotels. *Cornell Hospitality Quarterly*, 37(5), 67.
42. Pigors, P. J. W., & Myers, C. A. (1969). *Personnel administration; a point of view and a method*.
43. Prajogo, D. I. (2016). The strategic fit between innovation strategies and business environment in delivering business performance. *International journal of production Economics*, 171, 241-249.
44. Rajasekar, J. and Khan, S. A. (2013). Training and development function in Omani public sector organizations: A critical evaluation. *The Journal of Applied Business and Economics*, 14(2): 37- 52.
45. Robart T. Rosti Jr, Frank Shipper, (1998), "A study of the impact of training in a management development program based on 360 feedbacks".
46. Saleem, Q., Shahid, M. and Naseem, A. (2011). Degree of influence of training and development on employees' behavior. *International Journal of Computing and Business Research*: 1-13.
47. Saridakis, G., Lai, Y., & Cooper, C. L. (2017). Exploring the relationship between HRM and firm performance: A meta-analysis of longitudinal studies. *Human resource management review*, 27(1), 87-96.
48. Shankar, R. K., & Shepherd, D. A. (2019). Accelerating strategic fit or venture emergence: Different paths adopted by corporate accelerators. *Journal of Business Venturing*, 34(5), 105886.
49. Shin, D., & Konrad, A. M. (2017). Causality between high-performance work systems and organizational performance. *Journal of Management*, 43(4), 973-997.
50. Singh, R. and Mohanty, M. (2012). Impact of training practices on employee productivity: A comparative study. *Interscience Management Review*, 2(2): 87-92.
51. Stone R J. (2002), *Human Resource Management 2nd Edition*, Jhon Wiley & Sons 2002.
52. Taylor, R., & Davies, D. (2004). Aspects of training and remuneration in the accommodation industry: A comparison between Australian and Singaporean providers. *Journal of European Industrial Training*, 28(6), 466-473.
53. Tsaur, S.-H., & Lin, Y.-C. (2004). Promoting service quality in tourist hotels: the role of HRM practices and service behavior. *Tourism Management*, 25(4), 471-481.

54. Waters, H. (1992). Race, culture, and interpersonal conflict. *International Journal of Intercultural Relations*, 16, 437-437.
55. Workforce.com, (May 22, 2006), “Special report: Training and Development). Roger Kaufman-Florida State University Donald Nickels, M.A,(2009),
56. Yunis, M., Tarhini, A., & Kassab, A. (2018). The role of ICT and innovation in enhancing organizational performance: The catalyzing effect of corporate entrepreneurship. *Journal of Business Research*, 88, 344-356.