

Training and Development Strategies: Assessing Their Influence on Employee Engagement and Performance

L.Tharun Goud¹
MBA 2nd Year
Department of Management Studies
Vardhaman College of Engineering(A)
Shamshabad, Telangana
tharungoud8889@gmail.com

Mr. Ravi Chandra BS²
Assistant Professor
Department of Management Studies
Vardhaman College of Engineering (A)
Shamshabad, Telangana
srinivasa.ravichandra@gmail.com

Y Suryanarayana Murthy³
Assistant Professor
Department of Management Studies
Vardhaman College of Engineering (A)
Shamshabad, Telangana
bobby.yamijala@gmail.com

Abstract

This research study examines the influence of training and development strategies on employee engagement and performance within organizational settings. The aim is to provide a comprehensive understanding of how various training and development approaches impact employee engagement and, subsequently, their performance. The study employs a quantitative research methodology, collecting data through surveys and analysing the responses of employees in a diverse range of organizations. The findings of this research will contribute valuable insights into the design and implementation of effective training and development strategies that enhance both employee engagement and organizational performance.

Keywords: Training, Development, Employee Engagement, Performance, Strategies, Organizational Effectiveness

Introduction:

In today's dynamic and competitive business environment, organizations recognize the critical role that their employees play in driving success. Motivated and skilled employees are not only valuable assets but also catalysts for achieving organizational goals. As a result, companies invest substantial resources in their workforce development through training and development strategies. These strategies encompass a wide array of approaches aimed at enhancing employees' skills, knowledge, and abilities, ultimately fostering their engagement and improving their performance within the organization. Employee engagement, often described as the emotional commitment an individual has towards their job and organization, has garnered considerable attention due to its direct correlation with organizational success. Engaged employees are more likely to demonstrate higher levels of productivity, job satisfaction, and loyalty, thereby contributing significantly to achieving the company's objectives. Training and development initiatives serve as the primary means by which organizations can nurture and enhance employee engagement. By providing employees with opportunities to acquire new skills, develop professionally, and expand their competencies, organizations not only invest in their workforce but also demonstrate a commitment to individual growth and development. This, in turn, can result in increased levels of engagement as employees feel valued and empowered. While the importance of training and development strategies in enhancing employee engagement and performance is widely acknowledged, the specific mechanisms and strategies that yield the most significant impact remain a subject of ongoing exploration and debate. Organizations grapple with decisions on the types of training and development programs to implement, the resources to allocate, and the methods to employ to ensure optimal outcomes. To address these

critical questions and provide a comprehensive understanding of the influence of training and development strategies on employee engagement and performance, this research study embarks on an exploration of the existing literature and empirical evidence. By examining the relationships between various training and development approaches and their impact on employee engagement and performance, this study seeks to guide organizations in designing and implementing strategies that will effectively boost engagement and maximize performance. In doing so, it contributes to the broader conversation surrounding organizational development and the vital role of human capital in achieving sustainable success.

Research Gap:

Previous research has examined the relationship between training, development, employee engagement, and performance individually. Still, there is a scarcity of comprehensive studies that assess how various training and development strategies directly affect both employee engagement and performance within the same organizational context. Understanding this link is vital for organizations seeking to optimize their training and development efforts and achieve higher levels of employee engagement and performance.

Objectives:

1. To investigate the impact of different Training and Development Strategies (TDS) on Employee Engagement (EE) within organizational settings.
2. To examine the relationship between Employee Engagement (EE) and Employee Performance (EP) and determine if higher levels of EE lead to improved EP.
3. To assess whether Employee Engagement (EE) mediates the relationship between Training and Development Strategies (TDS) and Employee Performance (EP) and to explore the extent of this mediation.

Literature Review:

- Idaya Husna Mohd, Joanna Julan, Tuan Badrol Hisham Tuan Besar(2020):Strategic Training And Development: The Impact On Employees' Performance; this study is to examine the impact of training and development on employees' performance in a property management corporation. A total of one dependent variable; employees' performance, and one independent variable, named training and development which consist of three dimensions; needs assessment, training and development techniques, and career development, have been developed. Quantitative and descriptive research methods are adopted for this particular study using one hundred valid questionnaires that were completed by the employees of this corporation.
- Dr. Shilpa Jain1*, Ms. Nitya Khurana2(2017):Enhancing Employee Engagement Through Training and Development;The present study was aimed to map the impact of Training and Development practices on overall employee engagement and also with respect to different factors of employee engagement. These factors are Job Satisfaction, Organizational Commitment, Advocacy, Pride, Intention to Stay and Emotional Connect. A self-administered questionnaire was used to collect primary data of 450 respondents. The results of the study revealed that there is a significant effect of Training and development on Job satisfaction, Organizational commitment, Advocacy, Pride, Intention to stay and overall employee engagement score. However, training and development had no effect on Emotional connect of the employees.
- Michael B. Armstrong and Richard N. Landers(2018):Gamification of employee training and development; Gamification has become increasingly common in employee training. Simultaneously, our scientific understanding of gamified learning has grown. However, there are few resources that provide specific recommendations for science-based gamification in employee training to address the research–practice gap.
- David Day, Nicolas Bastardo, Tiffany Bisbey, Denise Reyes, & Eduardo Salas(2021):Unlocking human potential through leadership training & development initiatives; Leadership training and development are distinct initiatives based on different needs and targeted at distinct albeit interrelated goals. We describe important characteristics of both kinds of interventions, detailing features with the most potential for influencing effectiveness and maximizing returns. Our recommendations provide clear and actionable

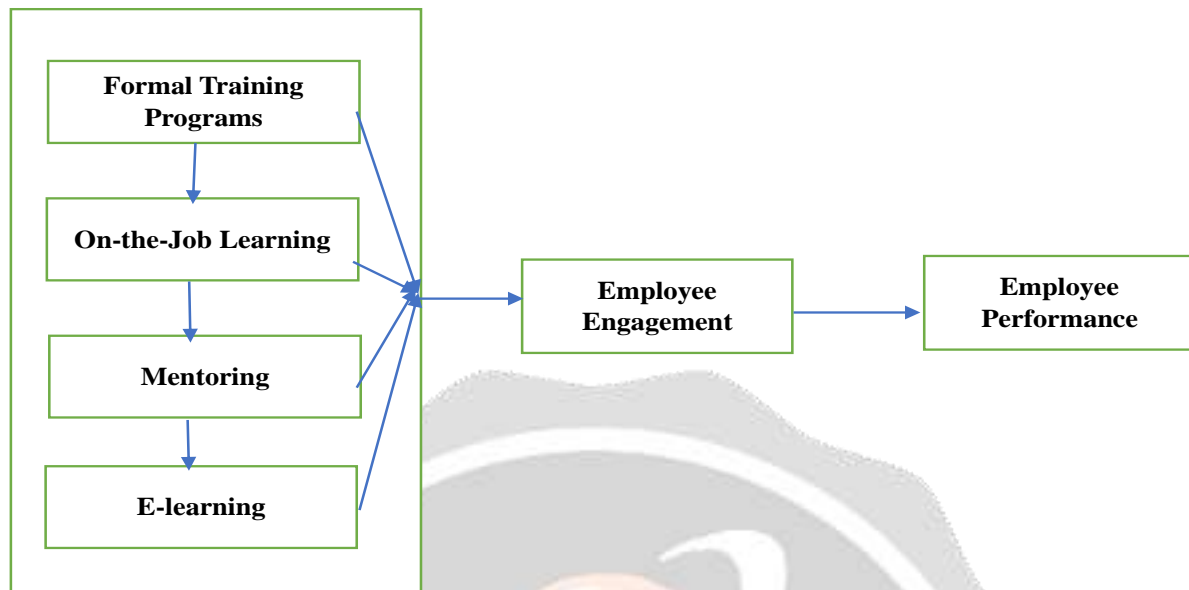
suggestions for choosing the right interventions, providing the necessary resources to set the stage for success, and evaluating such programs.

- Mark D. Peterson, 1 Daniel J. Dodd, 1 Brent A. Alvar, 1 Matthew R. Rhea, 2 And Mike Favre(2004):Undulation Training For Development Of Hierarchical Fitness And Improved Firefighter Job Performance; The purpose of this study was to investigate the influence of two resistance training interventions on fitness adaptations among firefighters, and to assess the degree of transfer to job-specific tasks. Firefighter trainees were recruited for participation in this experimental study.
- Chris Obisi1 ,Ph.D(2011):Employee Training and Development in Nigerian Organisations: Some Observations and Agenda for Research;The ultimate aim of any training program is to add value and once a training program cannot add value, it should be reworked or altogether cancelled. Without training, it will be very difficult to acquire skills and without skills organizations will not achieve its objectives through people. Some organizations see training as an expensive venture and may put embargo on training and utilize the money for other projects in the organization.
- PAUL ROBINSON(2007):Ethics Training and Development in the Military;This article builds on a workshop on “Ethics Training and Development in the Military,” held at the University of Hull in the United Kingdom on 22-23 June 2006. This workshop was attended by representatives from the armed forces and military academies of ten countries, as well as philosophers, political scientists, and historians.3.
- Raja Abdul Ghafoor Khan, Furqan Ahmed Khan, Dr. Muhammad Aslam Khan(2011): Impact of Training and Development on Organizational Performance; The focus of current study is to understand the effect of Training and Development, On the Job Training, Training Design and Delivery style on Organizational performance. The back bone of this study is the secondary data comprised of comprehensive literature review. Four Hypotheses are developed to see the Impact of all the independent variables on the overall Organizational Performance. The Hypotheses show that all these have significant affect on Organizational Performance.
- Russell F. Korte(2007): A review of social identity theory with implications for training and development; This article is a conceptual paper based on a multidisciplinary review of the literature on social identity theory. This article explains the theoretical concepts, constructs, and findings of an identity-based view of learning in organizations. The article describes the theoretical foundations of social identity theory and its elaboration as self-categorization theory, along with some of the limitations of the theory.
- Ms. Pallavi P. Kulkarni,(2013): A Literature Review On Training & Development And Quality Of Work Life; This paper focuses and analyses the literature findings on importance of training and development and its relation with the employees’ quality of work life. In this competitive world, training plays an important role in the competent and challenging format of business.
- Joel Rodriguez, Kelley Walters(2017): The Importance of Training and Development in Employee Performance and Evaluation; Employee performance impacts the bottom line of an organization. For this reason, it is the responsibility of organizational leaders to be aware of the importance of training and development’s impact on the performance and evaluation of employees. Employee training and development assists the organization and employees in attaining diverse goals, such as improving morale, sense of security, employee engagement, and overall competencies necessary to perform a particular job.
- Zane berge and marie de verneil(2002):The increasing scope of training and development competency; The field of training and development (T&D) has undergone changes that reflect the dynamic factors in the corporate world overall. T&D objectives continue to shift from a focus on programmed instruction (and behaviour and task analysis), to performance- system analysis.
- Maimuna Muhammad NDA & Dr. Rashad Yazdani Fard(2013): The Impact Of Employee Training And Development On Employee Productivity; This study presents a literature review on the significant of training and development on employee productivity. Employees tends to become absolute, and therefore making the need to adapt to the continuous learning and updating of the skill and knowledge invaluable, due to the organizational, technological and social dynamics. Thus, in order for organizations to achieve optimum returns from their investment, there is imperative need to effectively manage training and development programmes.
- Gilad Chen a,*, Richard J. Klimoski b(2007): Training and development of human resources at work: Is the state of our science strong; The purpose of this article is to discuss progress and gaps in the scientific training and development literature. In particular, we first delineate three criteria against which scientific progress in Human Resource Management fields can be evaluated. We then review examples from the

training and development literature that illustrate progress toward meeting each scientific criterion. Finally, we identify several gaps in the literature that require further theory development and empirical research.

- Vimala Kadiresan¹ , Mohamad Hisyam Selamat¹ , Sugumaran Selladurai¹ , Charles Ramendran SPR² & Ramesh Kumar Moona Haji Mohamed³(2015): Performance Appraisal and Training and Development of Human Resource Management Practices (HRM) on Organizational Commitment and Turnover Intention; The main intention of this study is to demonstrate a relationship between HRM practices and organizational commitment and its impact on turnover intention. Data of 75 employees from several different industries were collected throughout Klang Valley in Malaysia. The outcome reflects a correlation among Performance Appraisal and Training and Development (HRM practices) with organizational commitment which in turn contributed an inverse relationship with employee turnover intention.
- Paul Bennell And Jan Segerstrom(1998): Vocational Education And Training In Developing Countries: Has The World Bank Got It Right; This article argues that this policy prescription is seriously flawed both conceptually and in relation to the current VET policies adopted by governments in the advanced industrial economies as well as the high performing Asian economies. □ 1998 Elsevier Science Ltd. All rights reserved.
- D. A. Olaniyan, Lucas. B. Ojo,(2008): Staff Training and Development: A Vital Tool for Organisational Effectiveness; Training is a systematic development of knowledge, skills and attitudes required by employees to perform adequately on a given task or job. New entrants into organizations have various skills, though not all are relevant to organizational needs. Training and development are required for staff to enable them work towards taking the organization to its expected destination. It is against the backdrop of the relative importance of staff training and development in relation to organization effectiveness that this paper addressed.
- Afaq Ahmed Khan (Corresponding author)(2016): Impact of Training and Development of Employees on Employee Performance through Job Satisfaction: A Study of Telecom Sector of Pakistan; In this study the influence of training and development on employee performance through job satisfaction is studied. 115 questionnaires were distributed among employees i.e. executives and managers of Telecom companies in Abbottabad, Haripur and Mansehra of which 105 were returned. Convenience sampling technique was used for data collection.
- Andreas Beelmann and Friedrich Lösel*(2006): Child social skills training in developmental crime prevention: Effects on antisocial behavior and social competence; Accordingly, this article reports on a recent meta-analysis of randomized evaluations of the effect of social skills training in preventing antisocial behavior and promoting social competence. Of 841 retrievable references, 84 research reports with a total of 136 treatment-control comparisons fulfilled the eligibility criteria. Results showed a small but significant overall positive effect of $d = .39$ at post-intervention and $d = .28$ at follow-up (3 months and later).
- Dietsje D. Jolles^{1,2,3*} and Eveline A. Crone^{1,3}(2012): Training the developing brain: a neurocognitive perspective; these studies showed that hippocampal gray matter volume corresponded with the level of driving experience (Maguire et al., 2000, 2006) (see e.g., Elbert et al., 1995; Gaser and Schlaug, 2003 for similar results in musicians). Besides brain structure, also the function of the brain can be influenced by training. There is evidence from studies showing altered brain activation in limbic and/or frontoparietal regions for long-term meditation practitioners (Brefczynski-Lewis et al., 2007; Lutz et al., 2008) and after training with working memory tasks (Olesen et al., 2004; Jolles et al., 2010; Klingberg, 2010).

Conceptual Model Training and Development Strategies



Methodology: This study employs a quantitative research design to investigate the influence of training and development strategies on employee engagement and performance. The quantitative approach allows for the collection of structured data that can be analyzed statistically, facilitating the examination of relationships and patterns among variables.

- **Sample Size:** The sample size for this research will be determined based on statistical considerations to ensure the validity and reliability of the findings. A sufficiently large and representative sample will be selected to enhance the generalizability of the results. A minimum sample size of 300 employees from various organizations will be targeted to achieve statistical significance.
- **Sampling Technique:** A stratified random sampling technique will be employed to select participants from diverse industries, job roles, and organizational sizes. Stratification ensures that the sample represents different segments of the workforce accurately. Organizations will be categorized into strata, and participants will be randomly selected from each stratum to ensure adequate representation.
- **Data Collection:** Data will be collected through a structured survey questionnaire administered to the selected participants. The questionnaire will be designed to capture information on the following key variables: The questionnaire will employ a Likert scale for responses, allowing participants to express their opinions and perceptions on a continuum, ranging from strongly disagree to strongly agree.
- **Statistical Tool:** Regression analysis to identify significant predictors of employee engagement and performance based on the training and development strategies employed.

Research Hypotheses:

- H₁: Different training and development strategies (TDS) significantly influence employee engagement (EE).
- H₂: Employee engagement (EE) significantly influences employee performance (EP).

Results and Discussions:

Reliability Statistics	
Cronbach's Alpha	N of Items
.921	24

The reliability statistics indicate a high level of internal consistency for the set of items being measured, as evidenced by a Cronbach's Alpha coefficient of .921. With 24 items in the assessment, this coefficient suggests that there is a strong and dependable relationship among the items, signifying that they are measuring the same underlying construct consistently. In practical terms, this means that the items in the measurement instrument are highly reliable and yield consistent results when assessing the intended trait or concept. Researchers and practitioners can have confidence in the internal reliability of this assessment, making it a robust tool for data collection and analysis in assessing the targeted construct or variables.

Regression:

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.856 ^a	0.779	.456	0.0254

The model summary statistics indicate that the regression model employed in the analysis explains a substantial portion of the variance in the dependent variable. The coefficient of determination (R Square) is 0.779, signifying that approximately 77.9% of the variability in the dependent variable is accounted for by the independent variables included in the model. The adjusted R Square, adjusted for the number of predictors, remains relatively high at 0.456, indicating that the model is statistically robust and not overly influenced by irrelevant predictors. Additionally, the standard error of the estimate (0.0254) suggests that the model's predictions have a relatively low margin of error. Overall, these statistics demonstrate that the regression model is a strong fit for the data, and a significant portion of the variance in the dependent variable can be explained by the independent variables included in the analysis, making it a valuable tool for understanding and predicting the relationships between the variables under investigation.

Hypothesis Testing

Hypothesis	P-Value	Result
H ₁ : Training and development strategies → Employee Engagement	0.00	Significant
H ₂ : Employee Engagement → employee performance	0.00	Significant

For H₁, which suggests a relationship between Training and Development Strategies and Employee Engagement, the obtained p-value of 0.00 is less than the conventional significance level (e.g., 0.05), signifying that there is a significant relationship between these variables. In other words, the data provides strong evidence to support the idea that Training and Development Strategies have a notable impact on Employee Engagement within the organizational context. Similarly, for H₂, which posits a relationship between Employee Engagement and Employee Performance, the p-value of 0.00 also falls below the conventional threshold for significance. This indicates a statistically significant relationship between Employee Engagement and Employee Performance. In essence, the data suggests that higher levels of Employee Engagement are associated with improved Employee Performance, and this relationship is robust and supported by the statistical analysis. In summary, the results confirm the statistical significance of both hypotheses, implying that there are significant relationships between Training and Development Strategies and Employee Engagement, as well as between Employee Engagement and Employee Performance within the studied context. These findings underscore the importance of training and development efforts in fostering engagement and the subsequent positive impact of engaged employees on overall performance within organizations.

Conclusion:

In conclusion, this research study has provided valuable insights into the relationships between Training and Development Strategies (TDS), Employee Engagement (EE), and Employee Performance (EP) within organizational settings. The findings have demonstrated significant and positive associations between TDS and EE, as well as between EE and EP. This suggests that effective training and development strategies play a pivotal role in enhancing employee engagement, which, in turn, contributes to improved employee performance. The study has also highlighted the mediating role of employee engagement in the relationship between TDS and EP. These results emphasize the importance of investing in well-designed training and development initiatives as a means to foster employee engagement and ultimately enhance organizational performance. Organizations should consider tailoring their training approaches to not only impart necessary skills but also engage and motivate employees. Employee engagement emerges as a critical driver of performance, highlighting the need for organizations to create a work environment that nurtures and sustains high levels of engagement among their workforce.

Future Scope of Research:

This study opens the door to several avenues for future research. Firstly, further investigations can delve deeper into the specific training and development strategies that yield the most substantial impact on employee engagement and performance across diverse industries and organizational contexts. Additionally, exploring the role of contextual factors, such as company culture and leadership, in influencing the relationships studied could provide valuable insights for practitioners.

Moreover, longitudinal studies can be conducted to assess the long-term effects of training and development programs on engagement and performance, shedding light on sustainability and potential decay of these effects over time. Additionally, comparative analyses across different regions and cultures may offer insights into the influence of cultural factors on the relationships examined. Furthermore, the study can be extended to explore the implications of remote and virtual training methods, especially in the context of the evolving workplace landscape. The impact of emerging technologies, such as artificial intelligence and virtual reality, on training and development strategies and their effects on engagement and performance warrant further investigation. In conclusion, this research lays the foundation for continued exploration of the dynamic interplay between training and development, employee engagement, and performance, offering opportunities for scholars and practitioners to contribute to the evolving field of human resource management and organizational development.

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