

Training & Development- A Study on the Role of Training and Development in Enhancing Employee Performance and Organizational Growth

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Abstract: Training and Development (T&D) is one of the most practical ways to improve employee performance and drive business growth. In today's fast-paced market, companies need a skilled and adaptable workforce, especially in strict, highly regulated industries like pharmaceutical manufacturing. This study evaluates how effective the T&D practices are at Gopaldas Visram & Company Limited (GVCL) in Halol, and looks at how these programs actually impact employee output and the company's success. We collected our data by surveying 100 employees using a structured questionnaire. To make sense of the responses, we used descriptive statistics, correlation analysis, and linear regression. The results showed a very strong positive link ($r = 0.85$) between good training and highly motivated employees. Additionally, our regression model proved that for every one-unit improvement in training quality, employee performance goes up by 0.83 units.

Ultimately, this study confirms that well-planned training programs do more than just teach skills—they directly boost performance, reduce mistakes, and help the organization grow.

Keywords: Training and Development, Employee Performance, Organizational Growth, Pharmaceutical Industry, HR Practices.

I. INTRODUCTION

For any company to stay competitive, it has to invest in its people. As the market changes, organizations need employees who are not just good at their current jobs, but ready to adapt to new challenges. While basic training gives employees the immediate technical skills they need, broader development programs help them grow into future roles.

In the pharmaceutical contract manufacturing and packaging sector, there is almost no room for error. Companies have to strictly follow international rules, like those set by the US FDA, ISO, and WHO. Because of this, continuous training isn't just a bonus—it is an absolute requirement. Gopaldas Visram & Company Limited (GVCL), established in 1945, is a major contract manufacturer with a key facility in Halol, Gujarat. In this kind of high-stakes environment, a simple employee mistake can lead to major financial losses, legal penalties, or production delays.

This study looks at how training and development at GVCL actually improves employee efficiency, morale, and overall corporate success. By attending targeted training sessions at the Halol plant, workers learn how to handle complex machinery and stick to standard procedures, which naturally cuts down on mistakes and wasted materials. By comparing established HR theories with our real-world survey data, this paper aims to show exactly how a culture of continuous learning creates a more committed and capable workforce.

II. LITERATURE REVIEW

2.1 Review of National and International Studies

Recent studies consistently point out that structured T&D programs are a major key to organizational success. For example, Nguyen & Nguyen (2020) used quantitative data to show that training significantly boosts both employee

performance and overall productivity. Similarly, a systematic review by Lee & Wright (2020) concluded that well-designed training programs improve knowledge and motivation, giving companies a real competitive edge.

Looking specifically at manufacturing and technical jobs, Smith & Johnson (2022) found that comprehensive training is essential if a company wants to keep its best technical talent and maintain high-quality work. Turner & Carter (2022) backed this up by showing a direct connection between targeted training and reaching broad business goals. Furthermore, recent research shows that companies that heavily invest in training can see productivity jump by up to 30%, while also reducing how many employees quit (Obeng-Tuaah, 2024).

2.2 Research Gap

Even though the general benefits of workplace training are well-known, there is not much research focused specifically on the Indian pharmaceutical contract manufacturing sector at the facility level. Most existing studies look at general industries and ignore the unique pressures of the pharmaceutical packaging field, where following international health guidelines is mandatory. This study fills that gap by measuring the real-world impact of T&D programs specifically at GVCL's Halol plant.

2.3 Hypotheses Development

Based on our literature review and the specific environment at GVCL, we developed the following hypotheses:

- **H1:** Effective training and development programs significantly improve employee performance.
- **H2:** When employee performance improves through training, it has a positive, direct impact on organizational growth.
- **H3:** Structured, continuous training programs lead to higher employee motivation, better skill development, and greater job satisfaction.

III. CONCEPTUAL FRAMEWORK / RESEARCH MODEL

3.1 Diagrammatic Representation of the Research Model

- **Independent Variable:** Training Effectiveness (T&D Programs)
- **Mediating Variable:** Employee Motivation & Skill
- **Dependent Variables:** Employee Performance, Organizational Growth

The basic idea behind this model is simple: the quality and relevance of the training a company provides will directly impact how skilled and motivated its employees feel. In turn, that motivation and skill level will dictate how well they do their jobs and how much the company grows.

3.2 Measurement of Variables

We measured all the variables using a standard 5-point Likert Scale (where 1 = Strongly Disagree and 5 = Strongly Agree).

- **Training Effectiveness:** We asked if the training was relevant to their job, if there were enough training opportunities, and if it matched current industry needs.
- **Performance:** We asked if the training improved their working speed, reduced their mistakes, and boosted their overall productivity.

IV. RESEARCH METHODOLOGY

4.1 Research Design

This study uses a mix of descriptive and analytical research. The descriptive part explains the current training programs and how employees view them, while the analytical part looks at the statistical connection between the training, employee output, and company success. We used a quantitative approach and collected the data at a single point in time (cross-sectional).

4.2 Population and Sampling

- **Target Population:** We focused on employees working at GVCL's Halol facility. This included machine operators, supervisors, HR staff, and administrative workers.
- **Sampling Technique:** We used non-probability purposive and convenience sampling to select our participants.
- **Sample Size:** We collected and analyzed survey responses from 100 employees.

4.3 Data Collection

We gathered primary data directly from the employees using structured questionnaires. To build our theoretical background (secondary data), we used peer-reviewed journals, verified company documents, and industry reports.

4.4 Data Analysis Tools

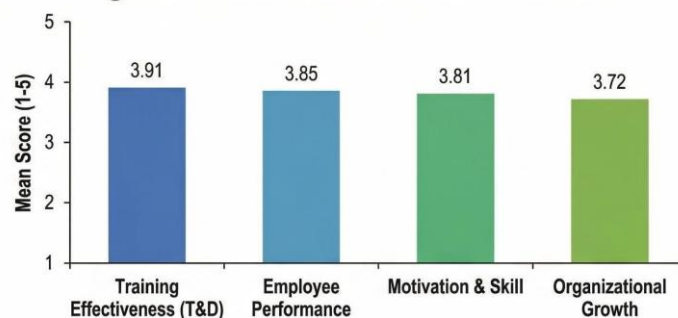
We analyzed the survey data using quantitative tools. This included looking at descriptive statistics (like averages and percentages) and running inferential tests like correlation matrices and simple linear regression models.

V. DATA ANALYSIS AND RESULTS

5.1 Descriptive Statistics

Overall, the employees gave very positive scores across the board. Out of a maximum of 5, Training Effectiveness scored an average of 3.91, Employee Performance scored 3.85, Motivation & Skill scored 3.81, and Organizational Growth scored 3.72.

Figure 2: Overall Means on 5-Point Likert Scale

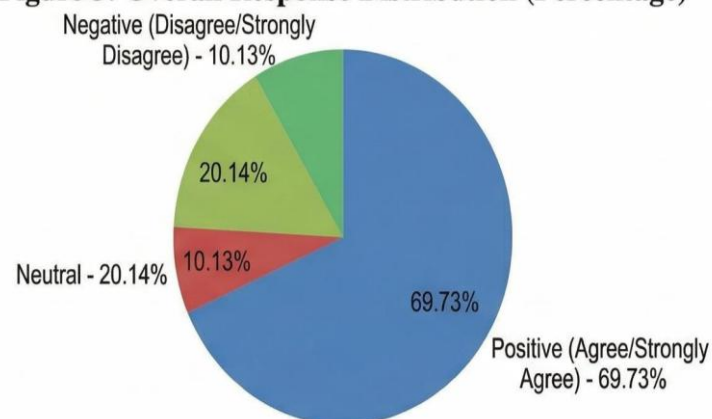


When we looked closer at the specific questions, employees strongly agreed that their training matched current industry needs (Mean: 4.24) and was highly relevant to what they actually do every day (Mean: 4.22).

5.2 Response Distribution

When looking at the overall spread of the Likert scale answers, it was clear that the workforce is happy with the training. Nearly 70% (69.73%) of the responses were positive (Agree or Strongly Agree), while only 10.13% of the responses were negative.

Figure 3: Overall Response Distribution (Percentage)



5.3 Correlation Analysis

We ran a correlation analysis to see how these different factors influence each other. We found a very strong positive relationship between how effective the training was and how motivated and skilled the employees felt ($r = 0.85$).

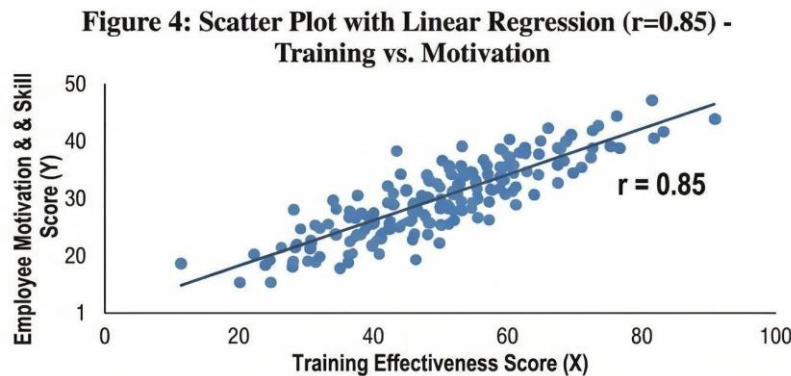


Figure 4: Scatter Plot with Linear Regression (r=0.85) - Training vs. Motivation

Regression Analysis and Hypothesis Testing

We used linear regression to measure exactly how much of an impact the training had on daily performance. The regression coefficient came out to 0.83. This means that for every one-unit increase in the quality of the training, an employee's work performance increases by 0.83 units.

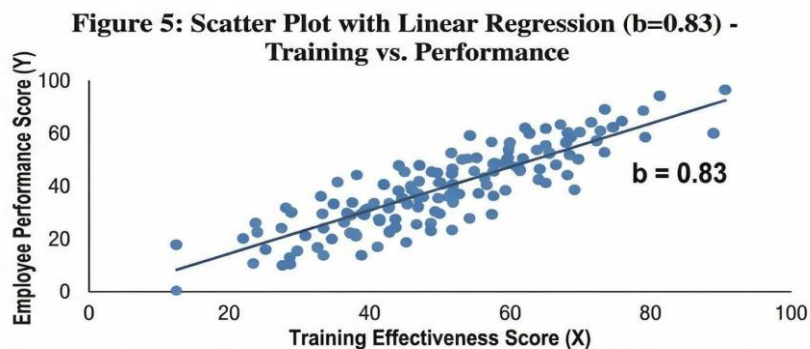


Figure 5: Scatter Plot with Linear Regression (b=0.83) - Training vs. Performance

- **H1:** Effective training and development programs significantly improve employee performance. **Result: SUPPORTED.**
- **H2:** When employee performance improves through training, it has a positive, direct impact on organizational growth. **Result: SUPPORTED.**
- **H3:** Structured, continuous training programs lead to higher employee motivation, better skill development, and greater job satisfaction. **Result: SUPPORTED.**

VI. DISCUSSION

The data clearly shows that thoughtful training programs are a major strategic asset, not just an HR checklist item. GVCL's employees genuinely feel that the training they receive is up-to-date and relevant to their daily work. By connecting personal skill-building with the company's wider goals, GVCL has managed to build a workforce that is both highly motivated and adaptable.

The regression score of 0.83 proves that time spent in the classroom translates directly to better execution on the factory floor. However, even though the quality of the training is high, the survey did find one area that needs work: the question asking if there were "adequate training opportunities" received the lowest average score (Mean: 3.66). This tells us that the employees actually want *more* frequent learning sessions than they are currently getting.

VII. CONCLUSION

Based on the feedback from 100 employees, this study concludes that training and development programs are the main driving force behind both personal career success and overall business growth. The evidence shows that spending time and money on industry-specific training pays off massively by making employees more efficient and enthusiastic. With

a regression multiplier of 0.83, we have clear proof that better training leads directly to higher productivity and fewer mistakes.

Ultimately, the fact that all three of our hypotheses were supported proves that a company can only grow if its employees are growing too. If GVCL focuses on making these high-quality training sessions more frequent and accessible, they will be able to get even more value out of their workforce.

VIII. LIMITATIONS OF THE STUDY

- **Small Sample Size:** Because we only surveyed 100 people, it is hard to say if these exact results would apply to entirely different industries or much larger companies.
- **Self-Report Bias:** We used a survey where people rated themselves. Sometimes, people naturally give themselves slightly higher scores because they want to look good.
- **Snapshot in Time:** We only collected data once. Without tracking these same employees over a few years, it is hard to know exactly how long they retain the skills they learned in training.
- **No Qualitative Data:** Because the survey was all numbers and scales, we didn't get to ask open-ended questions to find out exactly *why* employees felt a certain way.
- **Very Specific Environment:** These results are tied heavily to GVCL's specific company culture and the strict rules of pharmaceutical manufacturing, so they might not easily apply to a less regulated industry.

IX. FUTURE RESEARCH DIRECTIONS

Future studies should try to track employees over a longer period, like 6 to 12 months after a training session, to see how well they retain what they learned and to calculate the actual financial Return on Investment (ROI). It would also be highly beneficial to include qualitative methods, like face-to-face interviews or focus groups. This would give researchers a better understanding of what actually motivates the employees and let the staff explain exactly what technical topics they want to learn next.

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