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THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN MODERN ORGANIZATIONS

Abstract:

This article explores the impact of training and development on employee performance in modern organizations. It examines how continuous learning and professional development programs enhance employee skills, productivity, job satisfaction, and organizational culture. The findings highlight the importance of investing in employee development to achieve long-term organizational success.

Keywords:

Training and development, employee performance, continuous learning, employee satisfaction, organizational objectives, aligning training.

Introduction

The modern workplace is characterized by constant change, driven by technological advancements, globalization, and shifting market demands. In this environment, organizations must adapt quickly to remain competitive. One of the most effective strategies for enhancing organizational performance is investing in employee training and development. Training equips employees with the necessary skills and knowledge to perform their jobs effectively, while development initiatives focus on long-term growth and career advancement. This article aims to analyze the impact of training and development on employee performance, highlighting its significance in fostering a motivated, skilled, and engaged workforce. In today's rapidly evolving business landscape, organizations face constant pressure to stay competitive and innovative. Training and development programs play a crucial role in equipping employees with the necessary skills and knowledge to excel in their roles [1]. This article delves into the impact of these programs on employee performance, productivity, job satisfaction, and overall organizational success.

1. The Importance of Training and Development

Training and development are fundamental components of human resource management. They serve multiple purposes, including improving employee competencies, increasing productivity, and enhancing employee satisfaction. Organizations that prioritize training are better positioned to achieve their strategic objectives and maintain a competitive advantage. The process of training and development is a crucial element in human resource management, playing a vital role in enhancing employee efficiency and improving their performance. When employees receive appropriate training, they become more capable of completing their tasks more quickly and accurately. Furthermore, training positively impacts employee satisfaction. When employees feel that the organization is investing in developing their skills and knowledge, it increases their loyalty and job satisfaction. This, in turn, helps reduce employee turnover rates and enhances stability within the organization. Training also aids in achieving the organization's strategic goals. [2] By preparing employees to face new challenges, they become more capable of contributing to long-term objectives. Additionally, training contributes to developing leadership skills among employees, which helps in building strong and effective teams. Investing in employee development reflects a positive image of the organization, making it more attractive to new talents.

In modern organizations, it is a tool and means of development. It is also the tool that, if properly invested and employed, will enable the organization to achieving efficiency and sufficiency in performance and production. Interest in the training function has increased due to the connection of this function to the individual's level of performance.

The main objective of any training process will be to achieve some kind of change in knowledge, skills, experience, behavior, or, which will enhance the efficiency of the employee (Kashway 2006, p. 120) [3].

The objectives vary depending on the training program, but the goal of training is not only to provide experiences and skills to individuals, but also develop the desire to use their abilities to a better degree.

Doreen divided these objectives into three main groups:

1. *Routine training objectives*: These are the objectives that the training seeks to achieve and which are taken to confront recurring routine situations from time to time.

2. *Problem-solving training objectives* that aim to find appropriate solutions to the problems facing the human element in the organization. And try to identify the problems and obstacles that hinder performance.

3. *Innovative training objectives*. These objectives are the highest levels of training tasks, as they work to add new types and methods to improve the quality of production in order to achieve extraordinary results.

The importance of training and development can be summarized as follows:

1. Improving skills and knowledge:
2. Increasing job satisfaction:
3. Improving institutional performance:
4. Reducing employee turnover
5. Enhancing flexibility and adaptability

2. Types of Training Programs

Maintaining a competitive advantage requires responding to change and innovation. Ongoing training can help an organization remain flexible and prepared to respond to rapid changes in the economic and technological environment. Training programs that focus on innovation and creativity can help motivate employees to think in new and innovative ways to solve problems [4]

Various training methods can be employed to meet the diverse needs of employees. These include:

- *On-the-Job Training (OJT)*: This hands-on approach allows employees to learn in real-time under the guidance of experienced colleagues.

- *E-Learning*: Online courses provide flexibility and accessibility, allowing employees to learn at their own pace.

- *Workshops and Seminars*: These interactive sessions promote knowledge sharing and networking among employees.

- *Mentorship Programs*: Pairing less experienced employees with seasoned mentors fosters personal and professional growth.

These types of training programs contribute to ensuring employee development and organizational success. By investing in employee training and development, organizations can improve their efficiency, increase productivity, enhance employee satisfaction, and maintain a competitive advantage in the labor market. Accordingly, it becomes imperative for organizations to prioritize training and development to achieve their strategic goals and ensure their long-term success.

3. Aligning Training with Organizational Goals

Aligning training with the organization's strategic goals is a key element in ensuring the effectiveness of training and employee development programs [5]. To achieve sustainable success, training initiatives must be aligned with the organization's vision, mission, and core values. This alignment ensures that every effort made in training employees directly contributes to the organization's overall goals. To begin this process, organizations should conduct a comprehensive training needs assessment. This assessment involves analyzing employees' current skills and identifying gaps that may be hindering the achievement of strategic goals. By understanding these gaps, organizations can design targeted training programs that meet their specific needs. For example, if an organization is looking to expand its services, it may need to train its employees in new skills or new technologies related to their field of work. When training programs are designed in alignment with organizational goals, employees are better able to apply what they have learned in the context of their daily work. This means that employees not only gain valuable skills, but they also contribute to improving the overall performance of the organization. For example, if an organization aims to improve customer service, training employees in communication and problem-solving skills can lead to a better customer experience and increased customer satisfaction.

Furthermore, this type of alignment enhances the organization's investment in its human resources. When employees see that training is specifically designed to meet their needs and challenges, it increases their motivation and loyalty to the organization. Employees feel part of the organization's success, which enhances team spirit and encourages collaboration between different departments. Ultimately, aligning training with organizational goals is a vital step in ensuring that training initiatives are effective and impactful. By focusing on the organization's needs and directing training efforts toward achieving strategic goals, organizations can enhance the efficiency of their employees and achieve positive outcomes that support long-term growth and sustainability.

4. Measuring the Impact of Training on Employee Performance

The effectiveness of training programs can be assessed through various metrics, including:

- *Performance Evaluations*: Regular assessments can help gauge improvements in employee performance post-training.

- *Employee Feedback*: Surveys and interviews can provide insights into employee satisfaction with training programs.

- *Productivity Metrics*: Analyzing productivity levels before and after training can demonstrate tangible benefits.

5. The Role of Continuous Learning

In addition to formal training programs, fostering a culture of continuous learning is vital for employee development [6]. Organizations that encourage ongoing education, skill enhancement, and knowledge sharing create an environment where employees feel valued and motivated to excel. This culture not only improves individual performance

but also drives organizational success. The benefits of continuous learning go beyond improving individual performance. When employees feel supported in their pursuit of new skills, it enhances their sense of belonging and loyalty to the organization. This culture also encourages innovation and creativity, as employees can apply what they learn to improve processes and come up with new ideas that contribute to the development of products and services

Tahir Nilan's study (2014) [1] entitled "The Impact of Training and Development on Employee Performance and Productivity A Case Study of United Banks Limited in Peshawar, Pakistan" is aimed to study the impact of training and development as independent variables on employee performance and productivity as dependent variables. This study addressed the impact of training and development on employee performance and productivity. The case study was United Banks Limited in Peshawar, Pakistan. The sample consisted of eight banks. The questionnaire was distributed to 80 employees and 76 questionnaires were retrieved from employees in those banks. The researcher used the quantitative method to analyze and study the case.

To find out whether training and development has an impact on employee performance and productivity, the research also aimed to identify employees' perceptions of how training and development is beneficial to them, and to determine the levels of employee efficiency that training and development enhances. One of the most important results of the study is the positive impact of training and development on employee performance and productivity. Human resources management plays a more important role in managing the organization. It must devise new ways to improve employee performance. Training and development is an important aspect of human resources management. Employees are the primary resource and the most important asset of the organization that should be maintained and developed. It is important for the organization to have skilled and capable employees in order to perform better. Employees will be more efficient when they have the knowledge and skills to do the job. Training and development will provide opportunities for employees to achieve a better career and obtain a better position in the organization. The most important recommendations of the study: The need to focus and pay attention to training and development as the main factor for employee performance and increasing productivity. Bank administrations interested in their efficiency and productivity should rely on training and development as their first choice. It is important for the organization to obtain skilled employees who are able to accomplish tasks in a better way. Training and development should be considered two main factors in employee performance and productivity. This study revealed that bank administrations interested in their productivity. Its efficiency left with no choice but to train and develop.

Conclusion

Training and development are indispensable elements in modern organizations striving for excellence. By investing in comprehensive training programs aligned with organizational goals, companies can enhance employee performance, increase job satisfaction, and reduce turnover rates. As the business landscape continues to evolve, organizations must prioritize continuous learning to remain competitive. Ultimately, a commitment to employee development is not just an investment in individuals; it is an investment in the future success of the organization.

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