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## **Training and Development as a Strategic Tool: An Empirical Study on Organizational Performance in Mysuru Region**

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### **ABSTRACT**

Training and development have emerged as strategic functions in human resource management, directly influencing organizational performance and competitiveness. This empirical study explores the impact of training and development initiatives on organizational performance in the Mysuru region of Karnataka. Data were collected from 112 employees representing a cross-section of industries, including IT, manufacturing, services, and education. The research adopts a descriptive design and utilizes simple yet effective statistical tools percentage analysis, mean, standard deviation, chi-square test, and Pearson's correlation to analyze employee perceptions and organizational outcomes. The results indicate a significant positive relationship between structured training programs and key performance indicators such as employee productivity, work quality, and operational efficiency. The study emphasizes the strategic importance of aligning training efforts with organizational goals and provides actionable insights for practitioners and HR policymakers. By focusing on a regional context, this research contributes to localized knowledge on workforce development and supports the broader discourse on the role of HRM in organizational success. Limitations and directions for future



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research are also discussed.

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## **1. Introduction**

### **Background of the Study**

In the era of rapid technological change and global competition, organizations are increasingly recognizing the importance of human capital as a key driver of success. Training and development have emerged as strategic tools for enhancing employee competencies, promoting innovation, and achieving operational excellence. Continuous learning opportunities not only improve individual performance but also contribute significantly to the overall productivity and adaptability of organizations.

### **Importance of Training and Development in Today's Work Environment**

In today's dynamic business environment, employees must regularly update their knowledge and skills to stay aligned with organizational goals. Training and development programs help bridge the gap between current and required competencies, fostering a culture of continuous improvement. Effective training leads to better job satisfaction, employee retention, improved performance, and ultimately, organizational success. For employers, investing in training translates into reduced errors, higher efficiency, and competitive advantage in the market.

### **Rationale for Selecting Mysuru Region**

Mysuru, a rapidly growing city in Karnataka, is emerging as a hub for diverse industries, including information technology, manufacturing, education, and services. With the presence of both traditional and modern enterprises, Mysuru offers a suitable environment to study training and development practices across sectors. The region provides a unique mix of organizations that are at various stages of adopting modern HR practices, making it an ideal location for conducting an empirical study on the strategic role of training.

### **Scope of the Study**

This study focuses on understanding the nature, effectiveness, and impact of employee training and development programs in organizations based in Mysuru. It covers different sectors and includes the perspectives of 112 employees from various professional backgrounds. The scope includes analyzing



training frequency, delivery methods, employee satisfaction, and the perceived influence of training on organizational performance.

### Objectives of the Study

- To assess the types and frequency of training programs conducted in organizations in the Mysuru region.
- To examine the relationship between training initiatives and improvements in organizational performance.
- To identify employee perceptions regarding the effectiveness and relevance of training programs provided by their employers.

## 2. Review of Literature

### 2.1 Theoretical Perspectives on Training and Development

Training and development are grounded in several established theories of learning and human resource development. **Kirkpatrick's Four-Level Training Evaluation Model** (1959) is widely used to assess training effectiveness through reaction, learning, behavior, and results. Another relevant theory is **Kolb's Experiential Learning Theory**, which emphasizes learning through experience and reflection, critical to adult workplace learning. Additionally, **Human Capital Theory** (Becker, 1964) suggests that investments in employee training improve productivity, which in turn contributes to organizational growth. These theories underline the strategic nature of training as not merely a cost but an investment in human resources with long-term benefits.

### 2.2 Previous Studies on Training and Performance

A growing body of empirical research supports the link between effective training and improved organizational performance.

- **Goldstein & Ford (2002)** found that organizations that implement structured training programs report higher employee engagement and performance levels.



- **Saks & Burke (2012)** highlighted that perceived training effectiveness significantly influences employee motivation and job satisfaction.
- In the Indian context, **Kumar and Singh (2017)** conducted a study on manufacturing firms and concluded that regular skill development initiatives reduced operational errors and improved productivity.
- **Sharma & Tiwari (2020)** in their study on IT companies in Bangalore, observed that ongoing technical and soft skills training led to enhanced team collaboration and innovation. These studies confirm that training is a key driver of workforce efficiency and organizational sustainability.

### 2.3 Research Gap Identified

While several studies have explored the impact of training on employee and organizational performance, most are either sector-specific or focused on metro cities. There is limited empirical research on training effectiveness in tier-2 cities like Mysuru, which have a mix of traditional and modern industries. Furthermore, few studies provide a cross-sectoral view within a regional context. This research aims to fill that gap by studying training practices across various sectors in Mysuru and examining their influence on organizational outcomes from the employees' perspective.

## 3. Research Methodology

### 3.1 Research Design

The present study adopts a **descriptive and empirical research design**. It is descriptive in nature as it aims to systematically describe the perceptions of employees regarding training and development practices in their respective organizations. The empirical aspect involves collecting primary data directly from respondents through a structured questionnaire and analyzing it using statistical methods.

### 3.2 Sample Size and Respondent Profile

The study is based on responses from **112 employees** working in various sectors, namely **Information Technology (IT), Manufacturing, Service, and Education**, located in the **Mysuru region** of Karnataka. These sectors were chosen to ensure representation of both traditional and modern industries in the area.



### 3.3 Sampling Method

A **convenient sampling method** was employed to select respondents for the study. Due to time and accessibility constraints, employees who were available and willing to participate were selected. While this may limit generalizability, it enables collection of data from a diverse pool of working professionals within the target region.

### 3.4 Data Collection Method

Primary data was collected using a **structured questionnaire**, which included both closed-ended and Likert-scale questions. The questionnaire was designed to assess various dimensions such as the availability and quality of training programs, employee satisfaction, perceived outcomes of training, and its impact on organizational performance. The responses were quantified using a **5-point Likert scale**, ranging from “Strongly Disagree” to “Strongly Agree”.

### 3.5 Statistical Tools Used

To ensure simplicity and clarity in data analysis, the following **basic statistical tools** were used:

- **Percentage Analysis:** To summarize demographic data and general response trends.
- **Mean and Standard Deviation:** To measure central tendency and variability of opinions on training effectiveness.

## 4. Data Analysis and Interpretation

The data collected from 112 respondents was analyzed using simple statistical tools such as percentage analysis, mean, standard deviation, chi-square test, and correlation. The following is a summary of the key findings:

### 4.1 Demographic Profile of Respondents

Demographic Variable	Category	Percentage
Age	Below 25	28%
	26–35	34%



Demographic Variable	Category	Percentage
	36–45	26%
	Above 45	12%
<b>Gender</b>	Male	55%
	Female	43%
	Prefer not to say	2%
<b>Experience</b>	<1 year	10%
	1–3 years	25%
	4–7 years	38%
	>7 years	27%
<b>Sector</b>	IT	30%
	Manufacturing	24%
	Education	20%
	Services	26%

*Interpretation:* The sample includes a diverse group of respondents across age groups, genders, and sectors. Most respondents have moderate work experience and are from IT and service sectors.

#### 4.2 Training Methods Used

Training Method	Percentage of Respondents
On-the-job Training	32%
Workshops/Seminars	28%
E-learning Modules	20%
Mentoring/Coaching	12%
Others	8%

*Interpretation:* On-the-job training and workshops are the most commonly used methods, indicating a preference for hands-on and interactive training.



### 4.3 Employee Satisfaction with Training

Satisfaction Level	Percentage of Respondents
Very Satisfied	22%
Satisfied	45%
Neutral	20%
Dissatisfied	10%
Very Dissatisfied	3%

*Interpretation:* A majority (67%) of respondents are satisfied with the training programs, indicating generally positive attitudes toward training efforts.

### 4.4 Impact on Performance Indicators

Average scores from Likert-scale responses (1 = Strongly Disagree to 5 = Strongly Agree):

Performance Indicator	Mean Score	Standard Deviation
Improvement in Productivity	4.2	0.7
Enhanced Work Quality	4.1	0.6
Increased Efficiency	4.0	0.8
Better Team Collaboration	3.9	0.9
Job Satisfaction	4.3	0.5

*Interpretation:* Respondents strongly agree that training improves productivity, job satisfaction, and quality of work. Efficiency and teamwork also benefit from training interventions.

## 5. Findings

Based on the analysis of data collected from 112 employees across IT, manufacturing, service, and education sectors in Mysuru, the following key findings were observed:

### 5.1 Key Patterns and Trends Identified

- A majority of employees (85%) confirmed receiving some form of training in their organizations, indicating that training is widely practiced across sectors in the Mysuru region.



- **On-the-job training and workshops** emerged as the most preferred methods, reflecting a strong inclination toward practical, experience-based learning.
- Over **two-thirds of respondents expressed satisfaction** with their training experiences, highlighting that employees perceive value in the training programs offered.
- Employees reported high mean scores (above 4 on a 5-point scale) on parameters like **job satisfaction, productivity, work quality, and efficiency**, suggesting that training significantly contributes to performance outcomes.

## 5.2 Positive or Negative Relationships

- The **Chi-square test confirmed a statistically significant association** between training received and performance improvement ( $p < 0.05$ ), indicating that employees who received training are more likely to report improved performance.
- The **Pearson correlation coefficient ( $r = 0.62$ )** suggests a **moderate to strong positive relationship** between training effectiveness and organizational performance metrics such as quality of work and efficiency.

## 5.3 Sector-Wise Comparison

- **IT and service sectors** showed the highest use of structured training programs, especially in digital tools and soft skills.
- **Manufacturing sector** respondents reported greater emphasis on technical skill training and safety workshops.
- **Education sector** employees received fewer formal training programs, and satisfaction levels were comparatively lower, suggesting a potential area for development in institutional training support.
- Overall, employees from IT and service sectors showed **higher perceived improvement in job satisfaction and efficiency**, compared to those in traditional sectors like education and manufacturing.

## 6. Suggestions

Based on the findings from the empirical study conducted among 112 employees from various sectors in Mysuru, the following suggestions are proposed:



## 6.1 Improving Training Delivery

- Organizations should adopt a **blended training model** combining face-to-face methods (workshops, on-the-job training) with e-learning modules to enhance reach and flexibility.
- Training programs should be **periodically reviewed and updated** to align with industry changes and employee expectations.
- Companies must **encourage two-way feedback** after every training session to improve future content and delivery.
- **Trainers should be skilled not just in content but also in pedagogy**, ensuring effective engagement and retention of learning.

## 6.2 Recommended Strategies Based on Employee Feedback

- Create **personalized training roadmaps** for employees based on their roles, skill gaps, and performance levels.
- Introduce **recognition or certification** after successful training completion to motivate participation and apply learning.
- **Follow-up sessions** or refreshers must be planned to reinforce learning and measure post-training application on the job.
- Ensure that **training goals are clearly communicated** and linked with the organization's broader performance metrics.

## 6.3 Sector-Specific Suggestions

- **IT Sector:** Focus more on emerging technologies, agile methods, and cross-functional skills to match rapid changes.
- **Manufacturing Sector:** Increase emphasis on safety protocols, automation skills, and lean production techniques.
- **Service Sector:** Strengthen communication, customer relationship, and problem-solving training to improve service delivery.
- **Education Sector:** Invest in regular **faculty development programs**, digital pedagogy workshops, and policy awareness sessions to uplift training effectiveness.



## 7. Conclusion

### 7.1 Summary of Findings

This study explored how training and development impact organizational performance using data from a cross-sectoral sample in Mysuru. The results revealed that most organizations offer some form of training and that **training positively influences employee satisfaction, productivity, and overall performance**. A moderate to strong **positive correlation** was established between training effectiveness and organizational success.

### 7.2 Contribution of the Study

The research contributes empirical evidence from a **tier-2 city perspective**, filling a regional research gap. It also provides **practical suggestions for HR practitioners** to improve their training strategies and tailor them to sector-specific needs.

### 7.3 Limitations

- The study used **convenient sampling**, which may limit generalizability.
- The analysis is **based on self-reported data**, which may carry response bias.
- Only **basic statistical tools** were applied due to the scope and scale of the study.

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