Exploring the Impact of Employee Training and Development on Organizational Efficiency and Effectiveness- A Systematic Literature Review.

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Abstract
This paper presents a systematic literature review that explores the impact of employee training and development on organizational efficiency and effectiveness. The review identifies and analyzes a wide range of studies conducted in various contexts, industries, and organizational settings. The paper discusses the theoretical foundations that underpin the relationship between employee training and development, and organizational efficiency and effectiveness. It examines the different dimensions of training and development, including training methods, training content, and training delivery. The paper also highlights the key factors that influence the effectiveness of training and development, such as the role of management support, employee motivation, and training evaluation. Overall, the review findings suggest that employee training and development can have a significant impact on organizational efficiency and effectiveness, and that organizations should invest in these activities to improve their performance and competitive advantage. The paper concludes by discussing the implications of the review findings for research and practice, and highlighting the key areas for future research.

Keyword: *Employee training, training & development, organizational efficiency & effectiveness, HR, organizational behavior, conceptual training, NLP training*

I. Introduction

- According to Noe, Employee Training and Development, training is "the process of teaching employees the basic skills they need to perform their jobs or for developing additional skills for future roles."
- In Human Resource Management, Dessler defines training as "a planned effort to enable employees to learn job-related knowledge, skills, and behavior."
- In his book The Fifth Discipline, Peter Senge defines training as "the process of enhancing the skills, capabilities, and knowledge of employees for doing a particular job."
- According to Bluman, in his book Human Resource Management, "employee training is a systematic process of developing skills, knowledge and competencies among employees so that they can effectively perform their jobs."
- In The Handbook of Training and Development, Goldstein and Ford define training as "a planned and systematic attempt to modify or improve job performance by changing an employee's knowledge, skills, or attitudes."

Effective training and development of employees is considered essential for the success of modern organizations. Employee training and development programs are designed to improve the knowledge, skills, and abilities of employees and to enhance their performance on the job(Abeba, 2015). Organizational efficiency and effectiveness are critical to achieving strategic objectives and gaining a competitive advantage in today's dynamic business environment. Therefore, it is important to understand the impact of employee training and development on organizational performance.This paper presents a systematic literature review that aims to explore the impact of employee training and development on organizational efficiency and effectiveness. The paper begins by providing an overview of the theoretical foundations that underpin the relationship between employee training and development and organizational performance. It then describes the methodology used to conduct the literature review and the inclusion and exclusion criteria for the studies analyzed.

The paper analyzes a wide range of studies conducted in various contexts, industries, and organizational settings. It examines the different dimensions of employee training and development, such as training methods, training content, and training delivery. The paper also highlights the key factors that influence

the effectiveness of training and development, such as the role of management support, employee motivation, and training evaluation.The findings of this review provide insights into the impact of employee training and development on organizational efficiency and effectiveness. This paper contributes to the existing literature on this topic by synthesizing and analyzing a broad range of studies in a systematic manner. The paper concludes by discussing the implications of the review findings for research and practice, and highlighting the key areas for future research.

II. Literature review

Organizational efficiency refers to how well an organization can use its resources (such as time, money, and manpower) to produce goods or services. An organization that is efficient uses fewer resources to achieve the same results as a less efficient organization, meaning it can produce more output with the same amount of input(Biswas S, 2006).Organizational effectiveness, on the other hand, refers to how well an organization can achieve its goals and objectives. An effective organization is one that can consistently meet or exceed its goals, while still maintaining a high level of quality in its products or services(J, 2010). This means that an effective organization is one that is achieving its desired outcomes and making progress towards its vision and mission.
In short, organizational efficiency is about doing things right, while organizational effectiveness is about doing the right things. Together, they form the foundation of organizational performance and success.

2.1 Employee training and development

The systematic employee training and development are critical components of organizational success(Kanu, 2015). It is widely recognized that training and development programs can improve employee performance, job satisfaction, and retention, as well as enhance organizational efficiency and effectiveness(Berge, 2002). In recent years, there has been a growing interest in exploring the impact of employee training and development on organizational performance. This section reviews the existing literature on this topic.

Theoretical foundations of employee training and development

The theoretical foundations that underpin the relationship between employee training and development and organizational performance are rooted in human resource management and organizational behavior theories. The resource-based view of the firm suggests that human resources are valuable, rare, inimitable, and non-substitutable, and that they can be a source of sustained competitive advantage(Cheng E. W. L., 2001). According to this view, employee training and development can enhance the knowledge, skills, and abilities of employees, and contribute to the creation of a skilled and motivated workforce that is difficult for competitors to imitate.

Organizational behavior theories suggest that employee training and development can improve job satisfaction, organizational commitment, and employee motivation(Garavan, 1997). These factors are important for organizational performance because they can lead to higher productivity, lower turnover, and better customer satisfaction(Murtiningsih, 2020).

Dimensions of employee training and development

Employee training and development can take many forms, including on-the-job training, classroom training, e-learning, coaching, mentoring, and job rotation(Daniëls, 2021). The effectiveness of these training methods may vary depending on the type of skills or knowledge being developed, the characteristics of the trainee, and the organizational context(Anwar, 2015).

Training content is another important dimension of employee training and development. Training content can include technical knowledge and skills, such as computer programming or statistical analysis, as well as soft skills, such as communication, leadership, and teamwork(Ogohi, 2018). The content of training programs should be aligned with the organization's strategic goals and should address the specific needs and preferences of the trainees(Elnaga, 2013).

Training delivery is also critical to the effectiveness of employee training and development. Effective training delivery should take into account the trainees' learning styles, preferences, and needs(Akinyele, 2007). The delivery of training should also be consistent with the organization's culture and values, and should be supported by management.

Factors influencing the effectiveness of employee training and development

Several factors can influence the effectiveness of employee training and development. One of the most important factors is management support. Management support can enhance the trainees' motivation, increase their perception of the importance of training, and encourage the transfer of training to the job(Falola, 2014).

Employee motivation is also critical to the effectiveness of employee training and development. Motivated employees are more likely to engage in the training process, apply the knowledge and skills learned

in training to their job, and transfer the training to new situations(Longnecker, 2005). Employee motivation can be enhanced through the provision of feedback, rewards, and recognition for the completion of training programs(v, 2015).

Training evaluation is another important factor that influences the effectiveness of employee training and development. Training evaluation can provide feedback on the effectiveness of training programs, identify areas for improvement, and help justify the investment in training(Kirkpatrick, 1959). The Kirkpatrick model of training evaluation suggests that training evaluation should include four levels: reaction, learning, behavior, and results.
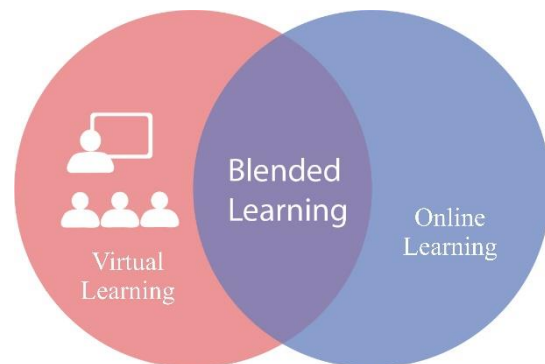

Effective training methods employee training globally;

When it comes to effective training methods for employee training globally, there are several approaches that companies can take to ensure that their training programs are effective and efficient. Here are a few examples:

- **Blended learning**: Blended learning combines traditional classroom instruction with online learning, allowing employees to access training materials from anywhere in the world. This approach is particularly effective for global organizations, as it allowsemployees in

different locations to access the same training materials and receive the same level of instruction(Jane Kenney, 2019).Blended learning typically involves a mix of face-to-face instruction and online learning. For example, an employee may attend a classroom training session for a few hours, followed by online learning modules that they can complete on their own time. Alternatively, an employee may attend a virtual classroom session that is delivered via video conferencing software, followed by online learning modules(Picciano, 2006).

- **Gamification**: Gamification involves incorporating game elements into training programs to make them more engaging and interactive(Armstrong, 2018). This approach is effective for employee training globally, as it can help overcome language and cultural barriers and create a more engaging learning experience for employees.The benefits of gamification for employee training are numerous(Butler, 2002). First, gamification can make training more engaging and enjoyable for employees, which can increase their motivation and participation. Second, gamification can make training more memorable, as employees are more likely to remember information that they learn in a fun and interactive way(Lainema, 2003). Third, gamification can provide immediate feedback to employees, which can help them learn more quickly and effectively.

- **Virtual reality**: Virtual reality (VR) training is becoming increasingly popular for employee training globally, as it allows employees to simulate real-world scenarios in a safe and controlled environment(Galli, 2018.). VR training can be particularly effective for training employees in high-risk industries or for teaching complex skills that require hands-on experience(Carter, 2002).Virtual reality training involves using VR headsets or other devices to create a fully immersive training experience. For example, an employee might use a VR headset to simulate working in a hazardous environment, such as a chemical plant or a construction site(Knouse, 2001). The VR simulation would provide a realistic and safe way for the employee to learn about the hazards and risks associated with the job, without actually being exposed to them.The benefits of virtual reality for employee training are numerous. First, virtual reality can provide a safe and controlled environment for employees to learn and practice new skills. This can be particularly valuable in high-risk industries, such as manufacturing or construction, where mistakes can be costly or even deadly. Second, virtual reality can provide a more engaging and interactive training experience than traditional classroom instruction, as it allows employees to see and experience the concepts they are learning in a realistic way. Third, virtual reality can be

more cost-effective than traditional training methods, as it eliminates the need for expensive equipment and materials.

• **Microlearning**: Microlearning involves breaking training content into bite-sized chunks that employees can access on their own time. This approach is effective for employee training globally, as it allows employees to access training materials when it is convenient for them, regardless of their location(Craig, 1996).The benefits of microlearning for employee training are numerous. First, microlearning can be more convenient and accessible for employees, as they can access training content on-demand and on their own schedule. Second, microlearning can help employees learn more efficiently, as it focuses on delivering information in small, digestible chunks that can be easily absorbed and retained. Third, microlearning can be more engaging and interactive than traditional classroom instruction, as it often incorporates multimedia elements such as videos, animations, or games.Microlearning can be used in a variety of ways to enhance employee training. For example, a company might use microlearning modules to teach employees about new products or services, or to reinforce key concepts from previous training sessions. Microlearning can also be used to deliver ongoing training and professional development opportunities to employees, helping them to stay up-to-date with the latest skills and knowledge in their field(de Jong, 2001).

• **Cross-cultural training**: Cross-cultural training involves teaching employees about the cultural norms and customs of different countries and regions. This approach is essential for global organizations, as it can help employees navigate cultural differences and work effectively with colleagues from different backgrounds(Sheikh, 2008).The goals of cross-cultural training are to help employees develop cultural awareness and sensitivity, tominimize misunderstandings and conflicts in the workplace, and to improve collaboration and communication across cultural boundaries. Cross-cultural training typically covers topics such as cultural values, norms, communication styles, and business practices.There are several approaches to cross-cultural training, including classroom instruction, experiential learning, and coaching or mentoring. Classroom instruction typically involves providing employees with information and tools to understand and navigate cultural differences, while experiential learning may involve simulations or role-playing exercises that allow employees to practice interacting with individuals from different cultural backgrounds(Tiger, 2008). Coaching or mentoring may involve pairing employees with mentors from different cultural backgrounds to provide ongoing guidance and support.Effective cross-cultural training programs should be tailored to the specific needs of the organization and the employees being trained. They should also be ongoing and adaptive, as cultural dynamics and business practices can change over time(Tyler, September 2008). By providing employees with the tools and knowledge they need to navigate cultural differences in the workplace, cross-cultural training can help organizations to create more inclusive and collaborative work environments, ultimately leading to improved business performance and success.
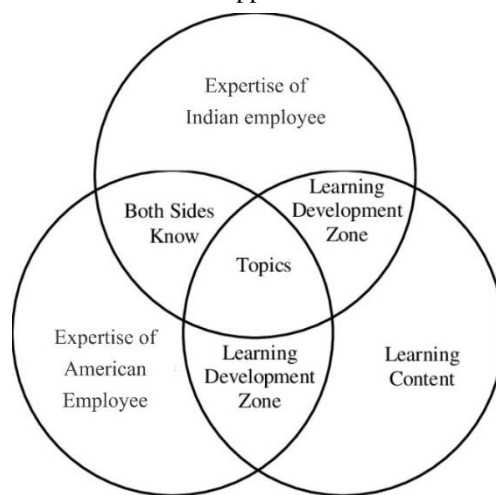
By using a combination of these training methods, global organizations can create effective and efficient training programs that meet the needs of employees around the world.

1.3Corporations who are conducting employee training and development for organizational efficiency and effectiveness;
Many corporations recognize the importance of employee training and development for organizational efficiency and effectiveness, and have implemented various programs to support their workforce. Here are some examples of corporations who have implemented effective employee training and development programs:
• **Google**: Google is a multinational technology company that specializes in internet-related services and products. The company is known for its innovative and cutting-edge approach to technology and has a reputation for being one of the best places to work. Google recognizes the importance of employee training and development and has implemented various programs to support its workforce. Google offers extensive training and development opportunities to its employees, including on-the-job training, coaching, and leadership development programs. The company also has a dedicated learning and development team that offers a variety of training options.One of the primary employee training and development programs at Google is the "Googler-to-Googler" program, which is a peer-to-peer learning program. Employees can share their skills and knowledge with their colleagues through this program, which helps to build a culture of continuous learning within the organization. Additionally, Google offers various other training and development opportunities, including on-

the-job training, coaching, and leadership development programs. The company also has a dedicated learning and development team that offers a variety of training options, including classroom training, e-learning, and workshops.Google also offers a program called "CareerGuru," which connects employees with mentors who can help them to navigate their career paths within the organization. The company also provides generous tuition reimbursement and education leave benefits to support employees who wish to pursue further education and training.By investing in its workforce through employee training and development, Google has been able to foster a culture of innovation and creativity, which has contributed to its success as a company.

- **Infosys**:Infosys is a global IT services and consulting company that provides a wide range of services to clients worldwide. The company is headquartered in Bangalore, India, and has operations in over 46 countries. Infosys has a reputation for being one of the best places to work in India, and it has a comprehensive employee training and development program that is designed to enhance organizational efficiency and effectiveness.Infosys offers a variety of employee training and development programs, including classroom training, e-learning, and on-the-job training(Gedela Rakesh Varma, Training and Development in MNC: A Case Study on Infosys, May 2017). The company has a program called "InfyTQ," which is a learning and engagement platform that offers employees access to training and development resources. InfyTQ is a comprehensive learning platform that offers training in emerging technologies such as AI, machine learning, and blockchain, among others.In addition to InfyTQ, Infosys has various other employee training and development programs, such as the "Leadership Institute," which is a leadership development program designed to develop the leadership skills of the company's top executives. Infosys also offers on-the-job training through its "Project Based Learning" program, which provides employees with the opportunity to work on real-world projects and develop practical skills that are applicable to their roles.

- **Amazon**: Amazon is a multinational technology company that specializes in e-commerce, cloud computing, digital streaming, and artificial intelligence. The company is known for its customer-centric approach to business and has a reputation for being one of the most innovative and fast-paced companies in the world. Amazon recognizes the importance of employee training and development and has implemented various programs to support its workforce(Priyanga.D, 2018). Amazon offers various training and development opportunities, such as apprenticeship programs, on-the-job training, and leadership development programs. The company also has a program called "Career Choice," which pays for employees to pursue training and education in fields outside of their current role.One of the primary employee training and development programs at Amazon is the "Career Choice" program, which pays for employees to pursue training and education in fields outside of their current role. This program is designed to help employees develop new skills and advance their careers within and outside of Amazon. Additionally, Amazon offers various other training and development opportunities, including on-the-job training, apprenticeship programs, and leadership development programs.The company also has a program called "Working at Amazon," which is a self-paced training program designed to help new employees learn about the company's culture, values, and processes. This program helps to ensure that new employees feel comfortable and confident in their roles and can contribute to the organization's success from day one.

- **Wipro**:Wipro is a global IT services and consulting company that provides a wide range of services to clients worldwide. The company is headquartered in Bangalore, India, and has operations in over 50 countries. Wipro is known for its innovative approach to business and its commitment to employee training and development, which is an essential aspect of its organizational efficiency and effectiveness.Wipro has a comprehensive employee training and development program that includes classroom training, e-learning, and on-the-job training. The company's training programs are designed to help employees develop their technical skills, business skills, and leadership skills. Wipro also has a program called "Wipro Academy of Learning," which is an online learning platform that offers employees access to a wide range of training courses and resources.Wipro's employee training and development program is designed to support the company's growth and ensure that its employees are equipped with the skills and knowledge they need to succeed in their roles(Muskaan Dhaliwa, 2020). The company's training programs are customized to meet the specific needs of different roles and levels within the organization, ensuring that employees receive the training they need to perform their jobs effectively.By investing in employee training and development, Wipro has been able to attract and retain top talent, which has contributed to its success as a company. The company's commitment to employee training and development has also helped to create a culture of continuous learning and development, which has enabled the company to stay ahead of the curve in a highly competitive industry. Overall, Wipro's approach to employee training and development is a key factor in its organizational efficiency and effectiveness.

- **IBM**: IBM is a multinational technology company that specializes in computer hardware, software, and consulting services. The company is known for its innovative approach to technology and has a reputation for being one of the oldest and most respected companies in the industry(Gap, 2013). IBM recognizes the importance of employee training and development and has implemented various programs to support its workforce.IBM offers extensive training and development opportunities, including classroom training, e-learning, and on-the-job training. The company also has a program called "SkillsBuild," which offers free training in technology and professional skills to help individuals gain new skills and advance their careers.One of the primary employee training and development programs at IBM is the "SkillsBuild" program, which offers free training in technology and professional skills to help individuals gain new skills and advance their careers(Team, 2014). This program is designed to help individuals develop the skills they need to succeed in the modern workforce, regardless of their background or prior experience. Additionally, IBM offers various other training and development opportunities, including classroom training, e-learning, and on-the-job training.The company also has a program called "ThinkAcademy," which is an internal training program designed to help employees develop the skills they need to succeed in their roles. This program covers a wide range of topics, including leadership development, technical skills, and business skills.By investing in its workforce through employee training and development, IBM has been able to build a culture of continuous learning and development, which has contributed to its success as a company. The company's commitment to employee training and development has also helped to attract and retain top talent in a highly competitive industry.

- **Tata Group**:Tata Group is a multinational conglomerate that operates in a diverse range of industries, including automotive, steel, information technology, and hospitality, among others. The company is headquartered in Mumbai, India, and has operations in over 100 countries worldwide. Tata Group is known for its commitment to employee training and development, which is an essential aspect of its organizational efficiency and effectiveness.Tata Group offers a variety of employee training and development programs, including classroom training, e-learning, and on-the-job training. The company has a program called "Tata Interactive Learning Forum," which is an online learning platform that offers employees access to a wide range of training courses and resources(U.Kamali, 2014). The company also has a program called "Tata Management Training Center," which is a leadership development program designed to develop the leadership skills of the company's top executives.In addition to these programs, Tata Group offers various other employee training and development initiatives, such as its "Global Internship Program," which provides opportunities for employees to work on international assignments and develop cross-cultural skills. The company also has a program called "Tata Steel Adventure Foundation," which is a leadership development program designed to develop the leadership skills of young professionals.

- **Marriott International**: Marriott International is a multinational hospitality company that operates a wide range of hotel brands. The company is known for its commitment to customer service and has a reputation for being one of the best places to work in the hospitality industry. Marriott International recognizes the importance of employee training and development and has implemented various programs to support its workforce(Neupane, March 2022). Marriott offers various training and development opportunities, such as on-the-job training, classroom training, and e-learning. The company also has a leadership development program called "Voyage," which offers training and development opportunities to high-potential employees.One of the primary employee training and development programs at Marriott International is the "Marriott Bonvoy" program, which is a loyalty program that offers employees access to training and development opportunities. This program provides employees with access to a wide range of training resources, including online training modules, leadership development programs, and language classes.Additionally, Marriott International offers various other training and development opportunities, including on-the-job training, cross-functional training, and professional development programs. The company also has a program called "Marriott University," which is an online learning platform that offers employees access to a wide range of training courses and resources.

- **General Electric (GE):** General Electric (GE) is a multinational conglomerate that operates in various industries, including aviation, power, renewable energy, healthcare, and finance. The company is known for its innovative approach to business and has a reputation for being one of the most successful and respected companies in the world. GE recognizes the importance of employee training and development and has implemented various programs to support its workforce.GE has a comprehensive training and development program called "Crotonville," which offers leadership development programs and on-the-job training opportunities. The company also offers e-learning and classroom training opportunities to its employees(arif, 2015).One of the primary employee training and development programs at GE is the "Crotonville" program, which is a leadership development program that offers employees access to advanced training and development opportunities. This program is designed to help employees develop the leadership skills they need to succeed in

their roles and advance their careers within the company.Additionally, GE offers various other training and development opportunities, including on-the-job training, classroom training, and e-learning. The company also has a program called "GE Global Learning," which is an online learning platform that offers employees access to a wide range of training courses and resources.By investing in its workforce through employee training and development, GE has been able to create a culture of continuous learning and development, which has contributed to its success as a company. The company's commitment to employee training and development has also helped to attract and retain top talent in a highly competitive industry.

These are just a few examples of corporations who have implemented effective employee training and development programs. By investing in their workforce, these companies have been able to improve their organizational efficiency and effectiveness, and ultimately achieve their strategic goals.

III. Conclusion

In conclusion, this systematic literature review has provided a comprehensive analysis of the impact of employee training and development on organizational efficiency and effectiveness. The review has highlighted the theoretical foundations and empirical evidence that support the positive relationship between employee training and development and organizational performance.

The review has also identified key dimensions of employee training and development, such as training methods, content, and delivery, as well as factors that influence the effectiveness of training programs, such as management support and employee motivation.The findings of this review have important implications for both research and practice. Organizations can use the insights from this review to design and implement effective employee training and development programs that align with their strategic goals and enhance their competitiveness. Additionally, researchers can use the gaps identified in this review to inform future studies on the topic.

In summary, this review emphasizes the importance of employee training and development as a means of improving organizational efficiency and effectiveness. By investing in employee training and development programs, organizations can develop a skilled and motivated workforce that contributes to their overall success.

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