

**IMPACT OF TRAINING AND DEVELOPMENT ON
ORGANIZATIONAL PERFORMANCE OF STEELS
COMPANY IN NEPAL**

A Dissertation Submitted to the Office of the Dean, Faculty of Management in partial
fulfillment of the requirements for the Master of Business Studies (MBS)

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CERTIFICATION OF AUTHORSHIP

I hereby certify that I have conducted research and have turned in my dissertation's final draft, which is titled "**Impact of training and development on organizational performance of steels company in Nepal.**" This dissertation's work has never before been turned in to be considered for a degree. As required for any other academic reason, it has been suggested and made available. The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used are cited in the reference section of the dissertation.

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REPORT TO RESEARCH COMMITTEE

Mr. Bishnu Pd Banjade has been defended research proposal entitled “**Impact of Training and Development on Organizational Performance of Steels Company in Nepal**” Successfully. The research committee has registered the dissertation for further progress. It is recommended to carry out the work as per suggestion and guidelines of supervisor Lecturers. Sita Dhital and Srijana Khadka submit the thesis for evaluation and viva-voce examination.

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ABSTRACT

The purpose of this study is to investigate the relationship between training and development initiatives and the overall productivity of Nepalese steel businesses. The research uses surveys to collect information on existing training procedures, career planning, employee participation, and perceived benefits, emphasizing the significance of training for employee skill development and organizational performance. It examines these variables for various age ranges, genders, and job titles within the organizations. The influence of these implementation problems on performance is identified by the research. This is corroborated by a 150-observation analysis that found no meaningful link between organizational development and conventional predictors such as career planning, training, and development. The study urges greater research in this field and highlights the need for a more thorough understanding of the variables influencing organizational development. Notwithstanding this surprising discovery, the study provides insightful information about the state of training in the Nepalese steel sector. It ends by offering helpful suggestions for maximizing training and development initiatives. These include ideas for customized training, encouraging a culture of lifelong learning, delivering training via technology, and coordinating training with market conditions and organizational objectives. It also identifies challenges in implementing effective training strategies and their impact on organizational performance which are already defined and found by the survey conducted to 150 of the employees obtained. The findings highlight the need for continuous investment in training and development to enhance skills and job performance. Recommendations include career planning for improving training programs and development on effectiveness, fostering a culture of continuous learning, leveraging technology-enabled learning, and aligning training with organizational goals. The study undergoes descriptive and analytical analysis to see the impact of training and development on organizational performance of the steel industry. At the end the study will provide practical recommendations to Nepalese steel companies for optimizing training and development efforts, by implementing tailored programs, promoting continuous learning and skill development, investing in technology-based solutions, and aligning training initiatives with organizational goals and market dynamics. Suggestions for further research will also be offered.

Keywords: Training, Development, Career Planning, Organizational Performance

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ABBREVIATION

%	Percentage
&	And
Co.	Company
Dr.	Doctor
Ed.	Edition
e.g.	Example
HRM	Human resource management
i.e.	That is.
KPIs	key performance indicators
MBS	Master in Business Studies
Mr.	Master
No.	Number
Prof.	Professor
RGC	Research Grants Council
S.D	Standard Deviation
Sig.	Significant
SLC	School Leaving Certificate
SOMTU	School of Management Tribhuvan University
SPSS	Statistical Package for the Social Sciences
TMT	Thermo Mechanically Treated
T&D	Training and Development
TU	Tribhuvan University
TUCL	Tribhuvan University Central Library
USA	United State of America
www	World Wide Web

Date:

To research Department
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SELF DECLARATION

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CHAPTER 1

INTRODUCTION

1.1 Background of Study:

Human resource management emphasizes the need to view the human capital used by a company as an asset. In general, organizations use a wide range of human resource management policies and processes, particularly in relation to recruiting, educating, training & development, career planning and managing employees for betterment of overall organization performance. Creation, evaluation, and organizational commitment to match the organization's primary business goals with its human resource management policies. There is a particularly beneficial relationship between an organization's overall performance and its human resource management practices, according to research and studies on the (direct and indirect) effects of human resource practices on organizational performance.

The link between training and development programs and organizational performance utilizing the four pillars of human resource management (HRM) as a framework, such as;

Acquisition: Talent acquisition is facilitated by training and development initiatives, which entice candidates to companies that support their professional development. Effective training programs can aid in the recruiting process by evaluating candidates' abilities and willingness to pick up new skills and adjust to the demands of the company.

Development: Employees' skills, knowledge, and competences grow as a result of training and development, which makes it possible for them to carry out their jobs more successfully. Initiatives for career development, such leadership training and mentoring programs, assist in preparing future leaders inside the company and guarantee a talent pool for important roles.

Utilization: Workers with proper training are better able to apply their knowledge and abilities to meet corporate goals. By allowing workers to take on numerous responsibilities within the company, cross-training programs improve workforce flexibility and agility. This lessens reliance on individual workers and minimizes interruptions from absenteeism or attrition.

Maintenance: By showing that the company is willing to invest in its employees' growth and development, training and development help to increase employee satisfaction and retention. Top talent is attracted to organizations that provide extensive training and development opportunities, which raises employee retention rates and lowers recruiting expenses.

Training and Development: The success of human resources management in development and commerce is dependent upon its four pillars. Selection and hiring processes guarantee the hiring of qualified people in organization with experience in market analysis. Employees with training. When taken as a whole, these pillars provide an organization that can successfully navigate the complexity of the market, seize opportunities, and manage risks. This workforce then helps to ensure the overall success and sustainability of trade and development activities.

Career Planning: Career planning is the systematic coordination of personal aspirations with the goals of the business to maximize growth and productivity. It entails determining the abilities, passions, and professional goals of the workforce and offering chances for growth via education, career guidance, and mentorship. Sustaining organizational performance and competitive advantage is facilitated by effective career planning, which guarantees that the appropriate people are in the right roles, encourages employee engagement and retention, and equips the workforce to handle future problems.

Organizational Performance: The pillars of HRM determine how well an organization performs. Selection and recruitment procedures guarantee that a knowledgeable organizational supports company objective. Systems for managing performance track and enhance team and organizational performance, increasing efficiency and production. Collaborative and innovative work environments are fostered by effectiveness interactions. When taken as a whole, these pillars serve as the cornerstone of organizational success, allowing businesses to expand sustainably and respond to shifting market conditions.

Trading and Development and Organizational Performance: Training and development has a major influence on organizational performance. Recruitment guarantees that people with development potential are hired. Training initiatives improve performance directly by enhancing knowledge and skills. By coordinating organizational growth with company objectives, performance management maximizes

output. A culture of support is fostered by organization relations, which promotes learning and creativity. Training and development turn into a strategic instrument that promotes effective engagement, retention, and eventually organizational success when these pillars are successfully combined.

In conclusion, by guaranteeing talent acquisition, promoting employee growth, maximizing the use of human resources, and boosting employee satisfaction and retention, training and development programs are crucial for improving organizational performance in all four HRM components. Businesses that put a high priority on training and development will be better able to achieve their goals and stay ahead of the competition.

1.1.1 An Introduction of evolution of steel factory

The iron and steel industry are a highly complex sector that is inextricably related to the global economy. Many different industries, including the automotive, construction, and other manufacturing sectors, depend on steel goods. Significant amounts of energy and raw resources, mostly iron ores, coal, and scrap, are used by the steel production. a significant source of releases into the environment, including blast and basic oxygen furnace dust and waste water, filter dust, slag dust, inorganic and organic compound emissions from electric arc furnaces, and emissions of heavy metals, Sulphur dioxide, hydrochloric acid, hydrofluoric acid, polycyclic aromatic hydrocarbons, and persistent organic pollutants from sinter plants and coke ovens (European Commission, 2011). Since most raw materials are found far from the places where steel demand is highest, a significant amount of both steel inputs and products are traded globally. The majority of seagoing vessels are used in this trade. Raw materials are sent from countries in South America, Africa, and Oceania that are rich in coal and ore to major production regions in Europe, North America, and the Far East. Semi-finished and finished steel products are then shipped in the opposite direction via inland waterways and rail. That specifically affects patterns of supply and demand, which in turn affects pricing.

(https://www.researchgate.net/publication/The_iron_and_steel_industry_A_global_market_perspective)

1.1.2 An introduction of Siddhi Laxmi Steels Pvt. Ltd.

Nepal has become self-sufficient in iron and steel resources as a result of increasing output from existing businesses, which is boosting capacity, and new industries entering the market. The annual demand for iron and steel is now approximately 2 million tons, and local manufacturers are meeting the demand in the market. New investment in the sector is the consequence of increasing development activity, as well as a surge in the construction of homes and commercial structures. Iron and steel demand has grown by 10% every year.

Nepal has 20 primary iron and steel industries, which employ 4,917 people. The sub-sector output value is predicted to be NPR 31.0 billion, which contributes to an input value of NPR 27.34 billion and an additional NPR 3.75 billion.

Siddhi Laxmi Steels Pvt. Ltd. was chosen by the researcher for the study on the topic "Impact of Training and Development on Organizational Performance of Steel Company in Nepal."

Modern machinery and cutting-edge technology were used in the construction and operation of Siddhi Laxmi Steels, a fully automated steel production facility, to create TMT steel bars of the highest caliber. It is the only business in Nepal that has the capacity to manufacture 40 mm TMT steel bars. The product comes in a size range of 8 mm to 40 mm. Siddhi Laxmi Steels' principal brand, "Samriddhi Steels X-Ribbed TMT Bars," is designed to offer construction steel of the highest caliber with the ideal length to weight ratio for robust and well-constructed structures. With great pride, Siddhi Laxmi Steels introduces "Samriddhi 500 & Samriddhi 500D X- Ribbed TMT Bars" to the market in an effort to fulfill its mission of offering Nepalese customers top quality steel. The steel industry employs people with many different skills and diverse knowledge, who have the ability to work in multi-disciplinary teams and Siddhi Laxmi Steels is also the same. Having Factory in Ramgram 10 Nawalparasi its employs around 500 workforces both staff and labor contractor to run its factory in day to day basis under various department and heading likes production, SME, Store, Procurement, Sales and marketing, operation and HR.

(<https://samriddhisteels.com/#about>)

For the better understanding of the topic and outcomes, the research questionnaire is prepared and sample size of 150 respondent primary based on administrative and operational staff are selected on random basis from Siddhi Laxmi Steels Pvt. Ltd.

1.2 Statement of the Problem

The study deals with the Impact of training and development on organizational performance of steel company in Nepal which the researcher has selected Siddhi Laxmi Steels Pvt. Ltd for the study. Having various department in the company the training may be various from department to department.

The purpose of this study is examining the Impact of training and development on organizational performance of steel company in Nepal. To fulfill this purpose, both quantitative and qualitative research study have surveyed the 150 employees both staff and labor contract of Siddhi Laxmi Steels Pvt. Ltd. The data gathered in this study had provided the companies with information relating to how they may address or mitigate factors contributing to the organizational training and development impact as a whole. So, the interest is to know:

- i. What is the situation of gender, age, training, development, career planning, and organizational performance at Siddhi Laxmi Steels Pvt. Ltd.?
- ii. Is there any significant relationship between training, development, career planning and organizational performance of Siddhi Laxmi Steels Pvt. Ltd.?
- iii. How do impact of training, development, and career planning impact the organizational performance of Siddhi Laxmi Steels Pvt. Ltd.?

1.3 The objective of the study

The overall goal of this research is to investigate the impact of employee development and training in Nepal's steel industry.

Especially the study seeks: -

- i. To assess the impact of training, development, and career planning programs on the organizational performance of Siddhi Laxmi Steels Pvt. Ltd.
- ii. To examine the situation of training, development, and career planning programs on the organizational performance of Siddhi Laxmi Steels Pvt. Ltd.

- iii. To analyze the relationship between Training, development, career planning and organizational performance of Siddhi Laxmi Steels Pvt. Ltd.

1.4 Rationale of the Study

The primary resource of every firm is its workforce. Employees with the necessary training are essential for every firm to carry out tasks quickly and effectively. It is the organizations' constant procedure that helps in the development of talents, knowledge, and skills. Organizational performance is a result of training and development. The performance of the workforce is essential to the companies' success. Training is essential for competent and challenging businesses in this day of globalization. It is the nerve that must contribute to developing the company and improving the quality of life for workers. In most firms, organizational performance is largely determined by variables such as training and development. The study's goal is to determine how organizational performance is affected by training and development. The study discovered that employees are motivated by training, are aware of training, and that training and development lead to improved performance. According to the report, in order to boost performance, employers must require that all staff members participate in compulsory training programs and that their professional growth be actively observed. The study concluded that ongoing training and development are necessary, taking into account a number of factors like the competition, market dynamics, customer happiness, and net promoter rank. (*Md. Mobarak Karim & Musfiq M. Choudhury, 2019*)

1.5 Limitation of the Study

The difficulty of separating the effects of training and development initiatives from other concurrent factors influencing organizational performance may be one limitation of the study on the Impact of training and development on the organizational performance of a TMT bar company in Nepal, as exemplified by Siddhi Laxmi Steels. For example, although staff skills and productivity may be improved by training programs, the company's performance measures may also be greatly impacted by external variables like changes in government legislation, raw material price variations, or adjustments in market demand.

The study undergoes only descriptive analysis to see the Impact of training and development on organizational performance of steels industry.

- This Study is based on primary data taken from questionnaire
- Among Steels factory in Nepal, this study is based on only on steel factory named Siddhi Laxmi Steels Pvt. Ltd.
- This study based on the situation of Training and development on organizational performance of Siddhi Laxmi Steels Pvt. Ltd. Other affecting variables for organizational performance are ignored.
- Results of the study is purely based on opinion provided by respondents only.
- For the study of Siddhi Laxmi Steels Pvt. Ltd. questionnaire were distributed.
- Only limited financial & statistical tools are used for analysis.
- The study deals only with the descriptive analysis of the demographic variables and situations of training and development and organizational performance of siddhi Laxmi Steels Pvt. Ltd.

CHAPTER 2

LITERATURE REVIEW

2.1 Theoretical review

2.1.1 Training and Development

Organizational growth necessitates training and development programs that are designed to improve employees' abilities and competencies. The main goal of training is to provide individuals with the information and skills necessary to carry out their existing jobs in an efficient and effective manner. This often includes e-learning, seminars, workshops, and on-the-job training. In contrast, development is a more comprehensive plan aimed at promoting long-term growth and preparing individuals for future jobs. Work rotations, coaching, mentoring, and leadership initiatives are among the activities that are used to promote both professional and personal development. Training and development initiatives assist to boost employee retention, satisfaction, and engagement, all of which improve corporate success.

According to Kadiresan et al. (2015), “development is setting up and making human resources ready for potential vacancies and issues.” Moreover, when organizations communicate with people about their skills gap, they decide whom to train, which areas they need training, and when to do it; only training can be introduced appropriately (Kum et al., 2014). Hence, training becomes a joint action between an expert and an employee leading to the efficient transfer of information, know-how, skills, and attitudes, consequently allowing an efficient output from the employee on the job. Training activities are focused on and evaluated against an individual’s recent work (Lerner, 2018).

As a result, Training and development programs will convince the human resource that their manager care, and they will be pleased, reassured, and committed to further enhancing organizations in achieving organizational goals and objectives. They will be able to develop and succeed in varying environments, technology, and fierce rivalry (Khan et al., 2016).

2.1.2 Method of Training and Development

Training and development involve systematic processes to improve staffs’ skills and knowledge. These methods aim to improve performance, productivity, and overall

professional growth, aligning with organizational goals and fostering a culture of continuous learning and improvement. On the basis of Training and development, method is explained in 2 primary groups, specifically, on-the-job and off-the-job. On-the-job training takes place within the business, whereas off-the-job training takes place outside. This study proposes that research training and development, as previously said, varies depending on the type of firm offering the training.

2.1.2.1 off-the-Job Training

The concept of "off-the-job training" describes educational activities carried out at specialist training facilities or academic institutions but not in the typical workplace. Workshops, conferences, seminars, and courses aimed at improving staff members' abilities and expertise are all part of this approach. Opportunities for focused learning, exposure to new ideas and methods, and networking with experts from a variety of backgrounds are all afforded by off-the-job training. Job satisfaction and overall organizational success are increased when it allows workers to grow both personally and professionally and acquire skills pertinent to their positions.

Formal training can also involve daytime instruction, allowing anyone to attend. According to Ojoh and Okoh, official lectures are held on one or two working days off every week or month. This type of training takes place outside of the job. However, certain attempts are made to excite the actual working environment, while training outside of the workplace might be concentrated in the classroom through seminars, lectures, and movies. The technique allows the human resource to participate in a broader range of training activities, such as apprenticeships, lectures, assistantships, internships, special studies, films, broadcast conferences or debates, case studies, role playing, simulation-based education, and laboratory training.

Job Orientation

Job orientation is the initial stage of integrating new hires into an organization. It is also referred to as employee orientation or training. It involves introducing them to the culture, policies, and practices of the organization as well as their particular function. Orientation, which is usually held within the first few days or weeks of work, tries to make new hires feel welcome and ready to contribute right away. It also

tries to clarify expectations and smooth the transition. It sets the foundation for both long-term organizational performance and an outstanding worker experience.

As per Milkovich and Boudreau (2004), Milkovich and Boudreau, Job orientation is the introduction of new employees into their existing position by teaching them the skills and knowledge needed in their present position or position. The orientation of the newly selected personnel soon after they have been employed is provided. The new employees also have to use the orientation method to enable them to build confidence and perform better in order to reach their chosen expectations. The times may vary depending on the situation, from a few days to a few weeks. Milkovich and Boudreau (2004) view guidance as an ongoing process, taking time to achieve it. Based on three factors, organizations are guiding their new employees. In the first place, the orientation will allow the new employee to learn about work practices. The new employee is also oriented to the relationship with other employees. In the end, it makes the new employee think that he or she is a member of the organization.

Job Rotation

The process of distributing workforce across various departments or jobs within a company is known as job rotation. This approach seeks to avoid monotony and disengagement while enhancing workers' experiences, abilities, and knowledge. Job rotation encourages adaptability, creativity, and cross-functional cooperation by exposing people to a variety of duties and responsibilities. By offering chances for professional growth and career progression, it can improve employee engagement and retention. Furthermore, job rotation may maximize workforce flexibility by helping individuals develop multidisciplinary expertise, which will improve the organization's ability to adapt to changing business demands. All things considered, it encourages a dynamic and adaptable workforce, boosting organizational competitiveness and resilience.

Tuei and Saina (2015) Make this progress by transferring the learner from one lateral work to the next, allowing the employee to develop abilities. The task rotation turns the student into a multi-skilled worker, which improves performance. This technique is ideal for increasing an individual's expertise in coordinating activities, transforming

professionals into general practitioners, developing personal know-how, allowing employees to learn new things, and encouraging new ideas.

2.1.2.2 On-the-job training

On-the-job training is a type of education in which employees acquire skills, knowledge, and competencies while performing tasks in their workplace. This practical strategy allows people to learn from experienced colleagues or superiors while acquiring competence in real-world circumstances. On-the-job training often includes observation, mentoring, and active participation in work-related tasks. It enables the swift application of freshly acquired skills and is tailored to the specific requirements of the role and firm. This strategy saves money, time, and facilitates smooth integration into the workplace. On-the-job training boosts employee productivity, confidence, and job satisfaction, ultimately increasing organizational effectiveness and success.

According to Ali and Laing, these two types of training occur when a supervisor or senior officer takes time out of his or her schedule to coach or advise a subordinate. It defines on-the-job approaches as processes used in the workplace as individuals gain certain abilities. This method is critical for improving the understanding of workers with insufficient academic credentials for job performance. It is also regarded as training within the framework of the organization's policies. The company teaches employees utilizing four key methods: orientation, job training, job rotation, and coaching (Ali, 2014; Laing, 2009). On-the-job training might be an ongoing process that does not significantly disrupt normal corporate operations.

Classroom Lecture

An instructional lecture is a type of traditional learning when an instructor gives a speech to a group of learners who are assembled in an education setting. Usually, an instructor uses spoken language to convey knowledge, theories, concepts, or facts about a certain topic. To improve comprehension and engagement, this type of instruction frequently makes use of visual aids like slides, whiteboards, or multimedia presentations.

According to Ahammad, is an official method for employees to acquire the skills and information needed to do future job or responsibilities. It is performed outside of

individuals and typically takes place in a classroom, where professionals and academics may influence knowledge and experience based on study findings. His competence might stem from his own lectures, research, and experiences. According to Ahammad (2013), this method is used to educate a huge number of people on a variety of topics, especially if the subject is comprehensive. Conferences and Workshops and conferences facilitate information exchange, skill development, and employees networking, which all contribute to organizational development. Professionals may gain fresh ideas, remain current on industry trends, and create plans to enhance organizational performance by attending these events. Through active participation in seminars, hands-on activities, and group discussions, staff members may acquire applicable information and creative ideas for their jobs. In the end, conferences and workshops help organizations reach their objectives while also improving staff capabilities and driving creativity.

Based on Kumar & Siddika, This type of training is often completed outside of the workplace in one week or two, allowing human resources to learn from experts, professionals, and consultants. During the seminar, it was said that it is an approach used to assist employees in issue solving. This is an educational and working sequence in which small groups of people gather briefly to discuss a specific topic of interest. Workshops are types of training in which students learn skills outside of the company and are removed from their job contexts. This might be useful to have right at your workspace.

This sort of training and development is characterized as a technique in which several persons offer presentations to a large audience. It is less expensive since a big number of people are instructed on the same topic simultaneously. However, these methods are ineffective because it is difficult for each individual trainee to understand the subject as a whole because not all trainees move at the same pace during training sessions, and they focus on specific trainees who appear to be understanding the subject faster than others in order to train others. (kumar and siddika, 2017).

2.1.3 Training and Development Process

The training and development process within an organization refers to systematic efforts to enhance the knowledge, skills, and competencies of employees to improve organizational performance. It involves identifying skill gaps, designing relevant training programs, and implementing methods such as workshops, seminars, on-the-

job training, or e-learning modules to address these gaps. Developmental initiatives focus on long-term growth, nurturing talents, and preparing employees for future roles. By investing in training and development, organizations aim to increase employee effectiveness, boost productivity, foster innovation, and ultimately achieve strategic objectives while ensuring the continuous improvement of the workforce.

According to Cuming, Hanif, and Benedicta, a variety of training literature has traditionally suggested that training involves the business's systematic approach, generally following a series of training policies that support identifying training needs, designing training, and evaluating and feedback training programs. The training and development process refers to the techniques or stages used to meet people's objectives and organizational needs, enabling the company to fulfill its goals. The training and development process is divided into four parts or stages. These include training needs assessment, planning, execution, monitoring, and evaluation. This is done in a sequential way to achieve the desired result.

2.1.4 Concept of organizational performance

Organizational performance refers to a company's capacity to fulfill its goals efficiently and effectively. It includes a variety of factors like as financial performance, productivity, customer satisfaction, and staff engagement. High organizational performance is indicative of successful plan implementation, efficient resource allocation, and alignment with stakeholder expectations. Revenue growth, profitability, market share, and quality measurements are common performance indicators. Continuous improvement and adaptability to changing contexts are critical for sustaining and improving organizational effectiveness throughout time.

Organizational performance is the efficiency with which an organization achieves its objectives and serves its purpose. It encompasses characteristics like as financial success, operational efficiency, customer satisfaction, engagement, and innovation. High organizational performance displays the ability to provide value for stakeholders, adapt to changing conditions, and preserve a competitive advantage. It is tracked using key performance indicators (KPIs), which assess various areas of performance and guide decision-making and strategic planning to ensure the organization's long-term success and viability within its sector or industry.

Organizations perform various activities to accomplish their organizational objectives. It is these repeatable activities that utilize processes for the organization to be successful that must be quantified in order to ascertain the level of performance and for management to make informed decisions on where, if needed, within the processes to initiate actions to improve performance. Therefore, it can be claimed that there is a close relationship between the organizational objective and the concept of organizational performance. Therefore, all companies probably attempt to achieve certain pre-determined objectives with the help of available resources. Hence, the two aspects of the concept, i.e., the organizational objective, and the organizational inputs or resources can be considered in the definition of organizational performance. Some researchers, such as Thompson, and Friedlander and Pickle consider performance as a theme that repeatedly occurs in paradigms of management. Strategic and operations management are also included in performance, a feature that attracts the interest of both practicing managers and academic scholars. Performance, therefore, can be defined as the evaluation of the constituents that try to assess the capability and ability of a company in achieving the constituents' aspiration levels using efficiency, effectiveness, or social referent criteria, which are briefly explained below.

Effectiveness refers to the extent to which production activities can complete and meet consumer requests and criteria. Efficiency, on the other hand, is the assessment and evaluation of how an organization's resources are used economically via the execution of functions to achieve its goals. Performance and the dimension of scale are quantitatively connected, which means that it may be quantified in several dimensions. For example, directors can easily comprehend the performance level if it is stated as a percentage or an absolute figure.

2.1.5 Methods and tools for measuring organizational performance

Measuring organizational performance involves evaluating how well an organization is achieving its objectives and goals. There are several methods and tools for measuring organizational performance, including:

2.1.5.1 Key Performance Indicators (KPIs). These are metrics that organizations use to track progress towards specific goals. KPIs can be financial or non-financial, quantitative or qualitative, and are often used to assess performance over time.

2.1.5.2 Balanced Scorecard. The Balanced Scorecard is a strategic planning and management tool that helps organizations align their activities with their mission and vision. It measures performance across four perspectives: financial, customer, internal processes, and learning and growth.

2.1.5.3 Benchmarking. This involves comparing an organization's performance with that of other similar organizations. Benchmarking can help identify areas where an organization can improve its performance.

2.1.5.4 Surveys and feedback. Gathering feedback from organization, customers, and other stakeholders can provide valuable insights into organizational performance. Surveys can be used to measure employee engagement, customer satisfaction, and other key performance indicators.

2.1.5.5 Social Responsibility Reporting. Organizations also measure their performance by assessing their contribution to the society through social responsibility reporting. They measure the impact of their activities on the environment, employees, and other stakeholders. (*Measuring organizational performance, Velibor Božić, 2023*)

2.1.6 Organizational Performance Process

When assessing an organization's overall performance, a set of metrics must be employed to guarantee that all components are consistently monitored and assessed. In actuality, there is an intentional drive to embrace a broader definition of organizational performance, one that recognizes and addresses the long-term viability of work processes and outcomes (Hubbard, 2009).

A formal assessment of strategic planning is also a significant aspect in determining organizational performance (George, Walker, and Monster, 2019). When firms review their strategic planning using internal and external evaluations, as well as a cascading structure of objectives, strategies, and plans, the effectiveness of achieving these goals increases.

Richard et al. (2009) underlined that professionals must provide a convincing reason for understanding what performance entails and the metrics that will be used to judge it. When defining performance, managers should take into account all stakeholders, the level of unpredictability in the environment, resources, strategic decisions, and time period.

2.1.7 Relationship between Training and development and organizational performance

Training and development programs directly impact organizational performance by enhancing employee skills, knowledge, and competencies. Effective training improves job performance, productivity, and employee satisfaction, leading to higher overall organizational effectiveness. Development initiatives foster employee growth, innovation, and adaptability, contributing to long-term success and competitiveness. When employees are equipped with the necessary tools and capabilities through training and development, they are better positioned to contribute to achieving organizational goals, resulting in improved performance and sustained growth.

The connection between training & development and organizational success is synergistic. Effective training and development programs provide employees with the essential skills, knowledge, and competencies to do their jobs effectively. This leads to better work performance, more productivity, and more employee happiness. As a result, firms achieve increased levels of efficiency, innovation, and customer happiness, which leads to improved overall performance. Continuous investment in training and development connects employee capabilities to business objectives, resulting in long-term growth and competitive benefits. Direct investment in staff training and development will help the business the most (Abdul Ghafoor Khan et al., 2011); moreover, human resources are an asset that contributes to firm performance and growth. As a result, training and development programs are implemented to improve the performance of both the organization and its personnel.

At a global level, different organizations provide training and development programs to their employees to improve their skills and abilities. These programs will help employees match their talents with the new requirements of their occupation and guarantee the firm's development and progress. It is easier for employees to accomplish properly in the workplace with prior training, and the performance of trained employees exceeds that of untrained. So, organizations must train their employees to achieve their overall goals better.

2.2 Empirical Review

Review of Journal and Articles

Vanitha et al. (2024) conducted a study on “Impact of Employee Training and Development on Organizational Performance” The current corporate environment is dynamic, and increasing an organization's performance and competitiveness necessitates significant investment in personnel training and development. This study investigates how training and development programs impact employee skills, knowledge, motivation, and job satisfaction, drawing on both theoretical frameworks and empirical data. So the Nepalese steel industry requires and prioritizes employee happiness. These impacts, in turn, have an influence on organizational outcomes such as productivity, profitability, innovation, and staff retention, making them key factors in the success or failure of the steel sector in Nepal. This work is significant because it will help us comprehend organizational performance and human resource management from both a theoretical and practical aspect. It gives valuable information that can guide future study and organizational actions aimed at boosting worker talents, motivation, and productivity.

Mohd (2022) conducted a study on “The Impact of Training and Development on Organizational Performance”. The purpose of this study was to determine the impact of training and development on organizational performance in order to figure out how the training and development (on-the-job training, off-the-job training, job rotation) can impact organizational performance. The study has been conducted at three selected departments in a government office, which are Management Services, Corporate, and Human Resources Management. The quantitative approach has been adopted, in which a questionnaire has been used to collect and analyses data. 103 questionnaires have been distributed by using Google Form to respondents and returned to the researchers with complete information. The reliability and validity have been checked by using the SPSS and the results have been evaluated. Based on the findings, the results indicate that there is a very strong relationship between the dependent variable and the independent variables. This means that the employees’ performances might have been affected if the organization has not taken any actions to increase the performance of the employees of the concern.

Rawat (2022) Conducted a study on “The impact of Training and development on organizational performance” It was inspired by the fact that some companies do not care about improving their employees' strengths but instead frown on and punish any weaknesses displayed by the workers. The researcher's main goal was to discover training and development programs conducted for all employees, possible barriers to the implementation of such programs, and the practical effects training and development has on job performance. The research also demonstrates that training and growth are essential in any firm, especially for unskilled or new employees. Simple and statistical approaches were employed to examine this study, as well as table sampling and stratified sampling techniques. According to the researcher's findings, training and development is a source of concern in today's rising society since poor employee performance will have an impact on the firm. This approach led to discussions on how organizational culture may be accelerated with help and participation in Nepal's steel industries.

Thomo (2021) conducted a study on “The impact of training and development practice at employee performance” The primary goals of his research were to determine the intended goals of employee training and development activities, as well as to investigate potential training and development techniques that might be adopted inside a company to give a higher return on human capital investment. This research study utilizes both qualitative and quantitative approaches, with a focus on the positivist approach. The quantitative research strategy was utilized to obtain numerical data, which was then examined mathematically (using SPSS statistical software). Thomo's key discovery is that employee training and capacity building is a continual activity that allows for the growth of both a company and its personnel. This study is founded on the assumption that employee training and capacity building are ongoing processes that support the development of both a business and its whole workforce.

Febiri, and Hub (2021) Conducted a study on “Towards a digitalize economy: The Effect of Training on the Performance of Public Sector IT Firms in Africa.” The primary goal of this research was to assess the effects of training on employees, investigate the relationship between employee training and firm performance, determine whether there is a significant difference between male and female

employees, and investigate the impact of training on firm performance. To examine the objectives, the study used several data analysis approaches. This study used a combination of descriptive and inferential statistics to extend the conversation about the influence of training on the firm's main metrics, including performance. The paired sample t test demonstrated a substantial difference in IT company productivity scores following training. The independent sample t test shows no significant difference between the scores of male and female personnel. The association between training and organizational performance is good, and the regression approach demonstrates a positive effect in terms of staff training and IT company productivity.

Ismael (2021) Conducted a study on “The Role of Training and Development on Organizational effectiveness” The goal of this research is to investigate the relationship between training and development and organizational effectiveness." The research data is collected by developing a questionnaire, the research is of qualitative method, which tends to address the quality of things in depth rather than numerical data about the questionnaire, its composed of two parts, the first one interested in collecting personal data, and the second section is shining light on the areas of (training, development, and organizational effectiveness), the sample were both male and female. The researcher used a random sample to obtain data from private universities. 120 questioners were issued to various levels of employees at private institutions, and 102 answered. The analysis was carried out using SPSS. Researchers established a correlation between training and development, as well as a direct influence of development programs on organizational performance and advancement, implying that development is essential for an effective company.

Utley (2020) Conducted a study on “The Impact of Training and Development on Organizational Performance” This study examined the importance of training and development in the manufacturing sector by conducting a literature review of key aspects of training and development and evaluated the feasibility of training and development programs within an organization. Training and development include a wide range of topics, with the ultimate objective of enhancing organizational success through increased employee performance. The study used a descriptive research approach to determine the effect of staff training and development on organizational performance. The survey included 150 employees from one firm. A sampling

approach was utilized, with a total of 100 respondents selected. The researcher employed a questionnaire as a data collecting instrument to get the necessary information from the respondents. Descriptive statistics were employed to analyze data.

Choudhury et al (2019) Conducted a study on “The impact of training and development on employee performance” The study's objective was to determine the influence of training and development on employee performance. The study discovered that workers are aware of training; employees are motivated by training; and training and development leads to improved performance. The investigation was conducted using a survey approach. Primary data were gathered from a sample of fifty (50) senior employees. The data for analysis were collected via a self-administered questionnaire. The study found that organizational difficulties, such as a lack of management support for training and development initiatives, hampered training and development.

Muhoho (2018) Conducted a study on “The Impact of Training And Development On The Performance Of Administrative Staff In The Public Sector Organizations: The Case of the Second Vice President’s Office – Zanzibar” The aim of the study was therefore to confirm whether the scheme of training and development program is properly followed, and verify its impact on worker performance and effectiveness to the organization. Research method Use of both; a qualitative research design and a quantitative research design. Conducted at the 2nd VPO head office Zanzibar in the year 2015. Used twenty-five (25) respondents both purposive sampling techniques and stratified sampling techniques were used, the methods used were questionnaire, interview and documentary review method. The study also concludes that there were a positive impact of training and development on employee performance and organization effectiveness.

Ogohi (2018) Conducted a study on “Effects of Training on Organizational Performance” The primary goal of this study was to evaluate the influence of training on organizational performance, specifically determining the degree of the effect of training design on employee productivity and the amount to which employee training affects corporate productivity. The questionnaire was designed in the Likert scale manner. The researchers conducted a pre-test on the questionnaire to ensure the instrument's validity. Simple linear regression test using the Pearson product moment

correlation coefficient. According to the research findings, the company was making an effort to prioritize training in light of the following Top Management Support recommendations: increase productivity, efficiency, and devotion, and so deliver exceptional services to the firm's clients.

Engetou (2017) Conducted a study on “The impact of training and development on organizational development” The subject matter work focuses on the impact of employees' training and development on organizational performance; the researcher's primary goal was to determine whether National Financial Credit has training and development programs for all employees; potential barriers to program implementation; and the practical effects training and development has on job performances. The researcher also highlighted the many training methodologies established and utilized throughout the world during training and development programs. Using the National Financial Credit, the researcher gathered data from 30 respondents through questionnaires, interviews, and personal observations. The survey also shows that all organizations require training and development, especially for unskilled or inexperienced employees. In conclusion, the company's training methods and tools considerably enhanced employee job contributions. As a consequence, it had a positive impact on employee performance, increasing their skills and job efficiency.

Maryam et al. (2014) conducted a study on “Impact of training and development on the employee performance: A case study from several financial sectors in North Punjab.” The primary goal of this study was to assess the impact of training and development on organizational performance. The study's primary findings were that training and development are critical components of every business, and employees from diverse firms like obtaining training in their leisure time. A five-point Likert scale was utilized to develop a self-administered questionnaire for the study strategy. A total of 100 questionnaires were sent to respondents from 11 banks in the districts of Multan and Bahawalpur in Punjab, Pakistan. The data was analyzed using SPSS version 20.

Table 1 Meta Table of international articles

S. No :	Surname (year)	Topic	Main objectives	Research Methodology	Major findings
1	Vanitha et al (2024)	Impact of Employee Training and Development on Organizational Performance	To understand how employee training and development affects a company's overall Performance and success. To evaluate the methods companies, use to determine what training their employees need, And whether those methods are effective.	Use of both; a qualitative research design and a quantitative research design. Both purposive sampling techniques and stratified such as sampling techniques were used. The methods used were questionnaire, interview and documentary review method.	Research regarding the influence of training and development on organizational development reveals compelling findings that underscore the crucial role of employee learning initiatives in fostering organizational growth and effectiveness
2	Mohd, Halim, Manaf, Dalila (2022)	The Impact of Training and Development on Organizational Performance	To identify the relationship between On-the-Job Training and	For this study, cluster sampling was used. This is because cluster	Findings, the results indicate that there is a very strong relationship

			<p>Organizational Performance.</p> <p>□ To measure the relationship between Off-the-Job Training and Organizational Performance.</p> <p>To determine the relationship between Job Rotation and Organizational Performance.</p>	<p>sampling divides the entire population into groups or clusters. Following that, a random sample of these clusters has been collected, and all of them have been used in the final sample</p>	<p>between the dependent variable and the independent variables. This means that the employees' performances might have been affected if the organization has not taken any actions to increase the performance of the employees.</p>
3	Rawat (2022)	The impact of Training and development on organizational performance	<p>Improve performance</p> <p>Acquire more skills</p> <p>Identifying training needs</p>	<p>This study analyzed using simple and statistical methods and representation on tables sampling techniques and stratified sampling techniques</p>	<p>Researcher findings training and development is a call for concern in today's growing Society because if performances of the</p>

				were used.	employees are not good enough, it will affect the organization.
4	Thomo (2021)	The impact of training and development on employee performance.	Determine the intended goals of training and development practices for employees. Investigate possible T&D practices that can be implemented within organization to yield a better return on human capital investment	This research study employs both qualitative and quantitative methods, though leaning more towards the positivist approach. The quantitative research approach was used to collect numerical data that was analyzed using mathematical based methods (SPSS software for statistical analysis).	understanding the employee training and capacity building is a continuous process that enables the development of both an organization and its entire workforce

5	Febiri And Hub (2021)	Towards a digitalize economy: The Impact of Training on the Performance of Public Sector IT firms in Africa	The present study seeks to examine the influence of such training on public sector IT performance.	The research included 70 individuals from a public sector IT business, selected from the LinkedIn professional site. The questionnaire was the primary data source, with responses collected mostly through it. SPSS was used to analyze the collected data. Hypotheses were examined by correlation coefficient, regression, independent, and paired sample tests.	Results: The paired sample t test showed a significant difference in IT company productivity scores following training. Training improves organizational performance and increases IT business production, according to regression analysis.
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6	Ismael et al (2021)	The Role of Training and Development on Organizational Effectiveness	To investigate the link between training and development. Examine how development programs affect organizational performance. Progress and growth are crucial for a successful company.	A quantitative approach is utilized to collect pertinent information. Methods refer to the techniques used to generate and gather data in small and medium organizations. This survey included 102 employees from various small and medium-sized businesses. We shall use a random sampling mechanism to ensure equal representation of employees from small and medium firms. selected for the sample.	Researchers discovered a link between training and development. Additionally, they discovered that development programs have a direct impact on organizational effectiveness and progress. Development is crucial for organizational success.
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7	Utley (2020)	The Impact of Training and Development on Organizational Performance	Determine the relevance of training and development in employee retention. Ensure that human resource management is closely related to employee functionality. Training and development are inextricably linked to the growth and success of the company. It is known that workers determine the development and success of the organization.	Use both qualitative and quantitative research designs. Both purposive and stratified sampling strategies were utilized. The methods employed were questionnaires, interviews, and a documentary review process.	This study determined the significance of training and development in the manufacturing sector by performing a literature assessment of important features of training and development and investigating the feasibility of training and development programs in an organization.
8	Karim, Chaoudhary, Latif (2019)	The impact of training and development on employee performance: an analysis of quantitative	The factors that affect employee training and performance development. The impact of	This research study employs both qualitative and quantitative methods, with a greater focus on the positivist approach.	This study looked at the impact of training and development on employee performance.

		data	training and development on organizational productivity. The impact of training on employee satisfaction. Employee training is critical in company.	The quantitative research technique was used to collect numerical data, which was then analyzed mathematically (using SPSS statistical analysis software).	The purpose is to determine the effectiveness of training and development on employee performance.
9	Muhoho (2018)	The Impact of Training and Development On The Performance of Administrative Staff In The Public Sector Organizations : The Case of the Second Vice President's Office – Zanzibar	The aim of the study was therefore to confirm whether the scheme of training and development program is properly followed, and verify its impact on worker performance and effectiveness to the organization.	Use of both; a qualitative research design and a quantitative research design. conducted at the 2nd VPO head office Zanzibar in the year 2015. used twenty-five (25) respondents Both purposive sampling techniques and	The study also concludes that there were a positive impact of training and development on employee performance and organization effectiveness, but the factors such as low budget hinder training and development activities to be carried out

				stratified sampling techniques were used. The methods used were questionnaire, interview and documentary review method.	systematically . the training and development program is highly effective training and development program is quite linked with high employee performance and in turn impacts on organization growth and productivity.
10	Ogohi (2018)	Effects of Training on Organizational Performance	To determine the extent of effect of training design on employee productivity; To determine the extent to which employee training affects	The questionnaire was designed in Likert scale format. The researchers conducted a pre-test on the questionnaire to ensure the validity of the instrument. Simple linear regression test	Top Management Support Attitude towards training Proper organizational needs assessment

			organizational productivity.	and Pearson product moment correlation coefficient.	
11	Engetou (2017)	The impact of training and development on organizational development	The primary goal of this research is to understand how training improves employee performance and organizational productivity. Other aims include determining if organizations have a training and development program.	The data for this study came from two main sources: primary and secondary. Sample and sampling techniques used, questionnaire design, and administration.	According to the researcher's results, poor employee performance would have a negative impact on the firm. As a key technique of conquering human resource staff to determine the strength of workers.
	Sohail, M., Ahmad, N., Iqbal, N., Hiader, Z., Hamad, N., (2014)	Impact of training and development on the employee performance: A case study from different banking	To observe the impact of Training and Development on employee performance. To observe the impact of	Self-administrative questionnaire Five-point likert scale Spss 20 version used for data analysis	Training and development are the necessary part of the organization Employees of different organization

		sectors of North Punjab	job training on employee performance. To see the impact of Delivery style on employee performance.		like to get training in their free time.
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Review of Nepali Articles

Kandel (2020) conducted a Study on “Impact of Training and development on employee performance in Nepalese commercial banks”. This study examined the impact of training and development on staff performance at a Nepalese commercial bank. The questionnaire was developed based on empirical research. The respondents for this study were selected using the convenience sample approach. The independent variables included in this study are training needs assessment, training settings and delivery, and training-reward connection. This research collected the data, which was then analyzed using SPSS. The findings indicate that all independent factors have a substantial link with employee performance. 35.3% of the entire diversity in employee performance is related to training requirement assessment, training settings and delivery, and training-reward connection aspects of training and development, with the remaining 64.7% owing to other factors. Researchers recommended to focused on other business sectors and moreover explore the employee performance based on the training and development.

Bhattarai (2019) conducted a study on “Training and development and its effect on employee performance in Nepal Rastra Bank”. This study aimed to explore the effect of training and development on employee performance. The questionnaire was formed based on the empirical literature. This research was engaged convenience sampling technique for selecting the respondents. The independent variables included in this study are training plan, training design, training technique, and training assessment. The dependent variable used in this study is employee performance, which encompasses communication, dedication, and time management. A quantitative research technique was used for data gathering, with a Likert-Scale questionnaire consisting of 18 items and 100 respondents from Nepal Rastra Bank. The research included descriptive, correlation, and regression analysis. This research collected the data, which was then analyzed using SPSS. The results demonstrate that all independent factors have a substantial link with employee performance, with the exception of training design, communication, and time management.

Karki (2019) conducted a Study on “Role of in-Service teacher training for secondary level teachers’ professional development: A narrative inquiry”. A Narrative Inquiry was conducted to determine the function and advantages of in-service teacher training for secondary school teachers' professional growth. Keeping the aims in mind, five secondary level English in-service trained teachers were chosen as the sample by a deliberate non-random (convenient) sampling technique. Data for this study were gathered through semi-structured interviews with chosen participants/teachers. According to the findings of the study, in-service teacher training provides several benefits and plays a beneficial role in effective professional growth. According to respondents' experiences, in-service teacher training is really beneficial, which has a number of benefits and positive roles such as; to enhance different kinds of content knowledge, pedagogical knowledge, skills, how to reduce students' misbehavior through knowledge of classroom management, develop confidence, to build a sense of cooperation, to use teaching materials related to content, and most importantly to develop positive attitude toward.

Ghale (2018) conducted a Study on “Impact of training and development on employee performance: A case study of Agricultural Development Bank Ltd.”. The primary goal of the research was to investigate the influence of training on staff performance at Agricultural Development Bank Limited. The study's concern is how training might help close the gap between predicted and actual performance for ADBL staff. This gap can be bridged with well-executed training programs. To collect the data, a structured questionnaire was created and circulated to ADBL workers at the main office. The study's site (main office) was chosen since it housed ADBL's branches. The study used a mixed strategy to research, which comprises gathering, analyzing, and interpreting quantitative and qualitative data in a single study or a series of studies that look into the same underlying issue. The purpose of this study was to examine if training results in beneficial changes in attitude and behavior that improve employee performance. T&D instills a good attitude in employees, improves job behavior, and results in major changes in employee performance. The data also revealed no significant relationship between training and development, positive attitude and conduct, and demographic characteristics.

Thakur (2012) Conducted a study on “Impact of Training on employee performance: A Case Study of skill for Employment Project (Sep) in Pokhara” The study's main goal was to analyze hotel management and hospitality sector training and describe the impact of SEP graduates on employment, their perceptions of training, and their job satisfaction in the Pokhara region. Additionally, the study aimed to determine the employment outcomes of SEP graduates in the field of hotel management and hospitality, as well as their employment situation, types of employment activities, job behavior, and grades. In this study, primary data was acquired directly via personal interviews, and email questionnaires were utilized to observe graduates' employment behavior. According to the study, 65% of trainee graduates are unemployed, 12% are full-time stable employees, 10% are part-time stable employees, 11% engage in self-employment activities, and 2% work unpaid. SEP practical trainings are extremely beneficial for graduates who wish to enter the domestic and foreign labor markets.

Table 2 Meta Table of Nepali Articles:

S.No:	Surname (year)	Topic	Main objectives	Research Methodology	Major findings
1	Kandel (2020)	Impact of Training and development on employee performance in Nepalese commercial banks	To examine the practices of training and development in Nepalese commercial bank. To examine the effect of training and development on employee performance in Nepalese commercial	The dependent variable has been using in this research is employee performance. A quantitative research approach of the data collection was adopted using a Likert-Scale questionnaire including 33 questions was formed and the	The independent and dependent variables are found to be significant drivers in influencing the employee performance. The conclusion that we can make towards the explanation below is, training and

			bank.	number of respondents is 250 employees at Nepalese commercial Bank	development will give benefits for employees such as better position and better career life and it make efficiency of the organization enhance.
2	Bhattarai (2019)	Training and development and its effect on employee performance in Nepal Rastra Bank	This study aimed to investigate the effect of training and development on employee performance.	The questionnaire was developed based on empirical research. The respondents for this study were selected using the convenience sample approach. A quantitative research technique was used for data gathering, with a Likert-Scale questionnaire consisting of 18 items and 100	The result shows that all independent variables have significant relationship on employee performance except training design with communication and time management. Future researchers are recommended to focused on other business sectors-and

				<p>respondents from Nepal Rastra Bank. The research included descriptive, correlation, and regression analysis. This research collected the data, which was then analyzed using SPSS.</p>	<p>moreover explore the employee performance based on the training and development</p>
3	Karki (2019)	<p>Role of in-Service teacher training for secondary level teachers' professional development: A narrative inequity</p>	<p>To explore the role of in-service teacher training for secondary level teachers' professional development. To find out the benefits of in-service teacher training for secondary level teachers'</p>	<p>Five secondary level English in-service trained teachers were selected as the sample by using purposive non-random (convenient) sampling strategy. Data for this study were collected by conducting semi-structured interview with the selected</p>	<p>It was discovered that in-service teacher training is extremely beneficial, with a variety of benefits and positive roles, including the ability to improve various types of content knowledge, pedagogical knowledge, skills, how to reduce student</p>

			professional development.	participants/ teachers.	misbehavior through classroom management knowledge, develop confidence, build a sense of cooperation, use content-related teaching materials, and, most importantly, develop a positive attitude toward the teaching profession.
4	Ghale (2018)	Impact of training and development on employee performance: A case study of Agricultural Development Bank Ltd.	To identify the association between training-development and employee performance at Agricultural Development Bank Limited.	A structured questionnaire was prepared and distributed among the members of staff in ADBL, head office to collect the data. Data from the questionnaires were analyzed quantitatively using	It revealed the existence of a positive relationship between influence of positive attitude and behavior on employee performance by training and development.

				<p>descriptive statistics like frequency distribution and percentages. Quantitative data analysis was done using Microsoft Office Excel 2013 and SPSS.</p>	<p>This study has established a statistically significant relationship between T&D and employee performance. Appropriate training and development content and deliverability enhance competency and productivity and helps in minimizing errors of employee performance.</p>
5	Thakur (2012)	Impact of Training: A Case Study of skill for Employment Project (Sep) in Pokhara	The purpose of this study is to analyze hotel management and hospitality sector training and describe the SEP	<p>The study used a combination of quantities and qualitative research methodologies to collect and analyses data.</p> <p>The questionnaires</p>	<p>Graduates were getting job despite hard struggle to get one. The training offered SEP is effectives to enhance employment. Due to lack of</p>

			graduate's employment Impact, opinion about training, employment satisfaction and sates job behavior in Pokhara region.	for graduates solicited information on their personal detail, training details, employment Impact, cause of unemployment, and their opinion about vocational training.	information, targeting for foreign employment for high income, charm with academic education and house work has cause of unemployed. After training employed graduate's job performance and behavior onward real work to world is very good.
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2.3 Research Gap

In Nepalese context, there is limited number of studies which are conducted on “Impact on training and development on organizational performance of Steels Company in Nepal in comparison to global prospective.

Although limited studies are available regarding the Impact of training and development on organizational performance but study on steels factory is almost missing. Most of the available past studies in context to Nepal are based on sectors like banking and financial, insurance, trading etc. One of Nepal's most important manufacture sectors, the steel sector considerably contributes to the economic expansion and development of the nation that’s why it is also important to prioritize training and development in Nepal steels sector.

This study examines the influence of training and development on organizational performance, providing fresh insights for steel factories founded in Nepal to improve their performance via training and development. This study will be more beneficial to steels factory owners, government as well as the future researcher also.

This Study provides complete and latest information on impact of training and development on organizational performance, which will serve as a source of reference for similar research in future.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the whole procedure of doing this study, as well as the collection technique. To do this, the chapter investigated the research design, demographic features, sample size and process, data collection technique, and data analysis method in depth.

3.2 Research Design

The technique and processes for gathering the necessary information are specified in the research design. It specifies what information should be gathered from which sources and using what techniques. Finally, Research Design is the plan, structure, and technique of study devised to acquire answers to research questions while controlling variations. This research is, by definition, an employee opinion on training and development on organizational performance study or a study of the impact of training and development on employee/organization performance. As a result, an opinion poll study methodology was employed to determine how successful training and development are for employee performance. It is a sample survey of the influence of training and development on organizational performance to draw conclusions from the study. A systematic approach to research, research design entails a variety of well-thought-out and carried-out techniques for identifying solutions to research challenges. A research design is a framework or strategy that directs the conduct of a study. There are several sorts of research designs, including qualitative, quantitative, and experimental. This study employed a descriptive and informal comparative research design.

3.3 Research methodology

Research methodology is a method for methodically solving or organizing research problems. It may be defined as the science of understanding how research is conducted scientifically. It is vital for the researcher to understand not only the research techniques, but also the methodology that enhances or helps to develop for growth and systematic. It is concerned with the numerous procedures and strategies

utilized in the conduct of research projects. It comprises a diverse variety of research methodologies, including quantitative tools for data gathering, presentation, analysis, and interpretation.

3.4 Nature and Sources of Data

This study is based on primary data taken from structured questionnaire:

Questionnaire method: During the course of the research study, different questionnaire has been designed or prepared as per the requirement of the research study. for this research study, a survey was given to employees to get their opinions on a variety of topics, including employee performance and training. All employees received questionnaires, and the answers collected helped in the data comparison. The list of questionnaires and their types are attached in the Appendix 'I' of the research study. The list of questionnaires has been distributed among 230 people and 150 employees responded of Siddhi Laxmi Steels staff's randomly to receive information accurately. Through the study of the quantitative data, the quantitative technique helped the researcher find answers to the research questions.

3.5 Population and Sample

The survey conducted amongst 150 of the employees were obtained. The samples under the study are collected on random basis. All the samples are from Siddhi Laxmi Steels Pvt. Ltd.'s employees. The sample from different age, department, designation and gender help a lot in comparison of the samples.

3.6 Data collection and procedure

The survey that was completed by the respondents served as the data collecting method, which was modified with the support of senior personnel. The questionnaire respondents were not under any obligation to agree with the researcher and may freely reply to the questions according with their own judgment. The primary data for the study consisted of information obtained from these surveys. The pretests of the questionnaires were conducted using a smaller sample of the research participants. This was done to make sure that the questionnaires had been designed to get the right answers from the respondents in order to address the research question and meet the objectives of the study as indicated.

3.7 Data processing and procedure

All primary data were used in this study for the purpose to reach its results. The information was gathered using standard surveys on a five-point Likert scale. Primary data are needed for the purpose of this inquiry. A well-structured questionnaire is distributed to 150 participants in order to collect exact and real data. Using a questionnaire, distribution work has been executed by making by directly reach and research study respondents. Likert scale surveys with five points were created. (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree was the format of the questionnaire.

3.8 Data analysis tools and techniques

Inferential and descriptive statistics are utilized in data analysis. Tools such as Excel and the Statistical Package for the Social Sciences (SPSS) are used to evaluate the data.

Following the completion of data gathering, the data must next be sorted, managed, organized, ordered, analyzed, and interpreted. The following statistical tools are used to do these tasks in an organized manner.

Mean

The "mean" is a statistic that represents the center tendency of a given set of data. The computation involves adding up all of the set's numbers, then dividing the result by the total number of numbers.

$$\text{Mean} = \sum fx/n$$

Where:

\bar{x} : Mean

$\sum fx$: Sum number of all data

n: Number of observations

Standard Deviation

Standard deviation is a measure of the variance or variation of a set of numbers. This shows how much the data differs from the Mean Average of the Databank. A low standard deviation means that the number is close to the mean, while a high standard deviation means that the number is spread over a wider range.

$$\sigma = \sqrt{[\sum(x - \bar{x})^2 / n]}$$

Where:

σ = Standard Deviation

\bar{x} = The dataset's mean result

x_i = the i th point in the dataset's value

n = Data set size in terms of data points

Correlation analysis

Correlation analysis is a statistical method used to assess the strength and direction of the relationship between two variables. It quantifies how changes in one variable relate to variables in another. The result, called the correlation coefficient, varies from -1 to 1:

1 means perfect positive correlation,

-1 means perfect negative correlation,

0 means no correlation.

$$R = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Where:

n = Number of values or elements

$\sum x$ = Sum of 1st values list

$\sum y$ = Sum of 2nd values list

$\sum xy$ = Sum of the product of 1st and 2nd values

$\sum x^2$ = Sum of squares of 1st values

$\sum y^2$ = Sum of squares of 2nd values

Multiple regression analysis

Multiple regression model specification is the process of creating a statistical model that estimates a dependent variable's value based on at least two independent variables. This model specification includes the identification of the dependent variable, the selection of appropriate independent variables, and the regression equation that describes the relationship between independent variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Where:

X_1 = Training

X_2 = Development

X_3 = Career Planning

Y = Organizational Performance

β = Constant

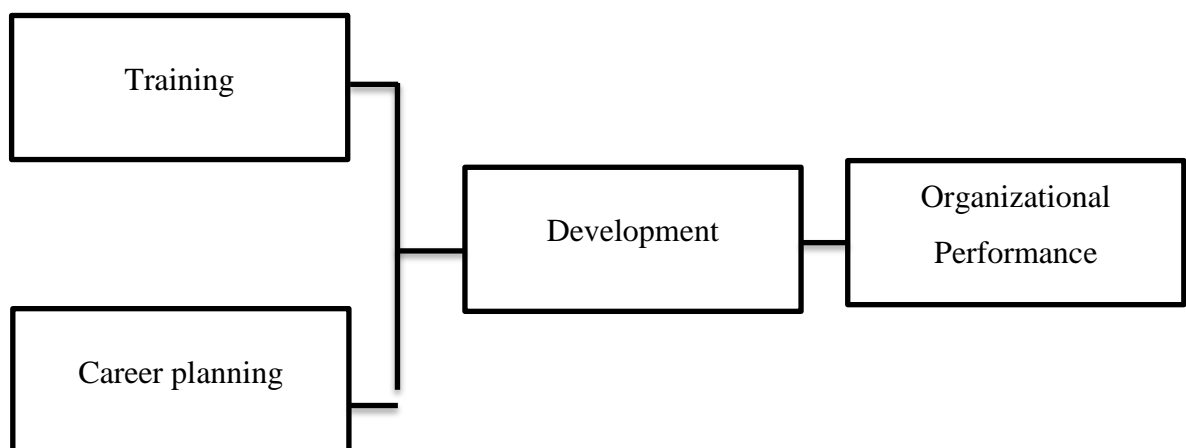
$\beta_1, \beta_2, \beta_3$ are the regression of Training, Development, and career planning respectively.

3.9 Research framework

This study framework examines into how development, training and career planning affect the organizational effectiveness of Nepalese steel businesses. An overview of the study's importance to Nepal's steel sector and the improvement of organizational performance via training and development is provided at the outset. The literature study looks at pertinent empirical research, the unique setting of Nepal, and important concepts including organizational performance, development, and training. The conceptual framework specifies organizational performance as the dependent variable, training, development and career planning as independent variables. The method uses primary data (surveys) and secondary data (statistical analysis) in a descriptive and analytical framework. Key results are outlined, their ramifications are discussed, and practical recommendations are provided as part of the analysis and interpretation process. A summary of the study's conclusions, helpful advice for steel businesses, and ideas for more research are included in the study's conclusion.

Independent variable

Dependent variable



(Source: Modified from Rawat, M. (2022). The Impact of training and development on organizational performance Vol-8 Issue-3, IJARIE-ISSN(O)-2395-4396.)

3.9.1. Independent Variable

Training

As an independent variable in this study, training refers to the organized activities and programs that steel firms use to improve the competences, knowledge, and skills of their workforce. The overall efficacy of the company and work performance are the goals of these initiatives. Different types of training exist, including technical training that concentrates on job-specific knowledge and skills, soft skills training that improves interpersonal and communication skills, safety training that is essential in industrial settings to guarantee a safe working environment, and leadership training that gets workers ready for management positions.

Development

Within the framework of this study, "Development" describes the intentional steps taken by Nepali steel businesses to encourage their workers' professional development and promotion beyond their present positions. Development efforts include things like leadership training, career planning, mentoring programs, and chances to learn new skills. In contrast to training, which concentrates on improving already-posted job-related abilities, development attempts to support long-term professional growth and get staff members ready for more responsibility within the company. Good development programs foster a trained and flexible workforce that can meet changing business demands, which not only improves individual employee happiness and retention but also the capacity and performance of the entire organization.

Career Planning

The study framework utilizes "Career Planning" to represent the strategy process that steel businesses in Nepal implement to help their workers design their career advancement prospects inside the organization. During this process, individuals' strengths, opportunities for growth, and career aspirations are identified, and they are compared to the long-term goals of the firm. Initiatives related to career planning might include chances for skill development and promotion, goal-setting seminars, succession planning, and individual career counseling. In addition to improving job satisfaction and employee engagement, effective career planning ensures a skilled and

driven staff that can take on important positions and responsibilities as the business grows. This helps the organization succeed.

3.9.2 Dependent Variable

Organizational Performance

Within this study approach, the dependent variable "Organizational Performance" refers to the overall efficacy and achievement of objectives of Nepalese steel businesses. This includes a number of factors, including as innovation, customer happiness, staff involvement, profitability, productivity, and the caliber of goods or services. The degree to which a business successfully leverages its assets and competencies to meet its strategic objectives and stay competitive in the market is reflected in its organizational performance. It is impacted by things like the efficacy of the leadership, the abilities and drive of the workforce, operational effectiveness, and external market circumstances. In Nepal's dynamic steel sector, measuring and enhancing organizational performance is critical to long-term sustainability and growth.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Data presentation and analysis

The objective of this chapter is to assess, analyze, and interpret the data obtained throughout the research period, as well as to provide the questionnaire survey results. The results of the data analysis met the major goals of this research study. The analysis is completely based on data acquired from primary sources. Primary sources mostly consist of questionnaire replies. The main data obtained from 150 respondents was utilized to assess the training and development and its influence on organizational performance provided by the Nepalese steel firm, Siddhi Laxmi Steels Pvt. Ltd.

4.2. Respondent's profiles

Conducted this survey and obtained 150 respondents for this study were questionnaires distributed to them through personal visit and conversation, respondents were selected through convenience sampling. Among them all the respondents were replied to the questionnaire and the responses rate was 100%. Showing some of results by figures below.

4.2.1 Gender wise classification of respondents

Table no 3 shows that gender distribution among respondents, it is clear that out of total respondents there are 136 male respondents (91%) and 14 female respondents (9%). This shows that majority of respondents were male.

Table 3

Gender wise classification of respondents

Gender	Frequency	Percentage
Male	136	91%
Female	14	9%
Total	150	100%

Source: Field Survey, 2024

4.2.2 Position wise classification of respondents

Table 4 shows the respondents' present employment positions at Siddhi Laxmi Steels in seven distinct job categories. Work positions include manager, officer, supervisor, assistant, trainee, driver, and runner. These are discovered at 19%, 44%, 11%, 4%, 7%, and 4% (percentages).

Table 4

Position wise classification of respondents

Post	Frequency	Percentage
Manager	29	19%
Officer	66	44%
Supervisor	16	11%
Assistant	17	11%
Trainee	6	4%
Driver	10	7%
Runner	6	4%
Total	150	100%

Source: Field Survey, 2024

4.2.3 Age group wise classification of respondents

Around 5% of responders are aged 20 to 25, 29% are aged 26 to 30, 43% are aged 31 to 35, 14% are aged 36 to 40, and 9% are aged 41 and higher as well.

Table 5

Age Group wise classification of respondents

Years	No of Employees	Percentage
20-25	8	5%
26-30	43	29%
31-35	65	43%
36-40	21	14%
41-above	13	9%
Total	150	100%

Source: Field Survey, 2024

4.2.4 Descriptive analysis of Training

Table 6 displays the descriptive data for the training group. Among the seven statements, the statement "Training needs are identified through a formal performance appraisal mechanism" has the highest mean 2.61 with a standard deviation of 1.123, while the statement "Employees in each job will normally go through training programs every year" has the lowest mean 2.36 with a standard deviation of 0.032.

Table 6
Analysis of training group

	N	Minimum	Maximum	Mean	SD
T1- Our organization provides intensive training to its employees in all aspects of quality.	150	1	5	2.53	1.109
T2- Employees in each position often participate in annual training sessions.	150	1	5	2.36	1.032
T3- Training requirements are recognized via an exacting performance evaluation system.	150	1	5	2.61	1.123
T4- There are established training programs in place to educate new workers the necessary skills for their professions.	150	1	5	2.49	1.060
T5- The identified training needs are practical, relevant, and based on the organization's strategy for growth.	150	1	5	2.46	1.097
T6-After effective and reliable training I feel it reduces possible accidents.	150	1	5	2.45	1.001
T7-The training provided helped me to eliminates obsolesce in skills.	150	1	5	2.53	1.014
Valid N (listwise)	150				

Source: Field Survey, 2024

4.2.5 Descriptive analysis of Development

Table 7 shows the descriptive statistics of the development group. Among 7 statements, the statement “A trainee has been given an opportunity to perform learned skills” has the highest mean 2.70 with the standard deviation of 1.098 and the statement “Self-confidence is built through feedback and positive reinforcement” has the least mean 2.40 with standard deviation of 1.017.

Table 7

Analysis of Development group

	N	Minimum	Maximum	Mean	SD
D1- Development emphasizes problem solving and decision making.	150	1	5	2.48	1.015
D2- A trainee has been given the opportunity to demonstrate previously taught abilities.	150	1	5	2.70	1.098
D3- Positive comments and reinforcement help to build self-confidence.	150	1	5	2.40	1.017
D4- A trainee is encouraged to ask questions during the growth process.	150	1	5	2.45	1.034
D5- I believe that the development will allow me to increase my skills, knowledge, attitude, and new capabilities.	150	1	5	2.46	.967
D6- In my perspective, development allows me to improve the use of tools and machines, as well as operational safety.	150	1	5	2.53	1.028
D7- Training and development diminish lateness and absenteeism.	150	1	5	2.55	1.014
Valid N (listwise)	150				

Source: Field Survey, 2024

4.2.6 Descriptive analysis of Career Planning

Table 8 shows the descriptive statistics of the career planning group. Among 3 statements, the statement “Job security and stability are guaranteed to employees” has the highest mean 2.62 with the standard deviation of 1.109 and the statement “Career progression is based on individual work performance” has the least mean 2.43 with standard deviation of 0.986.

Table 8

Analysis of Career Planning group

	N	Minimum	Maximum	Mean	S.D.
CP1- Employees are assured job security and stability.	150	1	5	2.62	1.109
CP2- Employees receive assistance in planning their professional progression.	150	1	5	2.48	1.091
CP3- Career advancement is depending on individual job success.	150	1	5	2.43	.986
Valid N (listwise)	150				

Source: Field Survey, 2024

4.2.7 Descriptive analysis of Organizational Performance

Table 9 shows the descriptive statistics of the organizational performance group. Among 3 statements, the statement “The training I received helped me to enhance high quality of product/service effectively” has the highest mean 2.67 with the standard deviation of 1.085 and the statement “The training provided by my organization helped me to improve quantity effectively” has the least mean 2.42 with standard deviation of 0.914.

Table 9

Analysis of Organizational Performance group

	N	Minimum	Maximum	Mean	S.D.
OP1- In my perspective, training and development assist me in increasing organizational performance.	150	1	5	2.51	1.104
OP2- The training I obtained enabled me to successfully improve the high quality of the product/service.	150	1	5	2.67	1.085
OP3- My organization's training enabled me to significantly enhance quantity.	150	1	5	2.42	.914
Valid N (listwise)	150				

Source: Field Survey, 2024

4.2.8 Correlations Matrix of organizational performance with independent variables

Based on a sample of 150 observations, table no. 10 shows the Pearson correlation Table no. 10 shows the coefficients between the four variables: career planning, training, development, and organizational performance. From -1 to 1, the Pearson correlation coefficient expresses the degree and direction of the linear link between every pair of variables. Strong positive correlations are shown by values near 1, strong negative correlations by values near -1, and no linear connection is indicated by values around 0. The statistical significance of these associations is shown by the significance (Sig. 2-tailed) values. A statistically significant association is shown by a p-value of less than 0.05, indicating that it is unlikely to have happened by accident. Training and Development in this set of data show a moderate positive correlation of 0.283, which is highly significant ($p < 0.01$) and suggests that Training tends to rise along with Development. A smaller positive connection of 0.182, significant at the 0.05 level ($p < 0.05$), is seen between development and career planning. With values of 0.115, -0.034, and -0.047, respectively, and p-values larger than 0.05, the correlations between Organizational Performance and the other three variables (Training, Development, and Career Planning) are, however, extremely weak and not statistically significant. In a similar vein, there is very little (0.025) and no significant association ($p > 0.05$) between career planning and training. These findings imply that although there is a positive correlation between Training and Development, there is no significant or strong correlation between the other pairs of variables.

Table 10

Correlations Matrix of organizational performance with independent variables

		Correlations			
		Organizational Performance	Training	Development	Career Planning
Organizational Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	150			
Training	Pearson Correlation	.115	1		
	Sig. (2-tailed)	.161			
	N	150	150		
Development	Pearson Correlation	-.034	.283**	1	
	Sig. (2-tailed)	.677	.000		
	N	150	150	150	
Career Planning	Pearson Correlation	-.047	.025	.182*	1
	Sig. (2-tailed)	.565	.766	.026	
	N	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Survey, 2024

4.2.9 Comparison of dependent variable among independent variables

Table no. 11 shows the ANOVA table evaluates a regression model in which Career Planning, Training, and Development are predictors and Organizational Performance is the dependent variable. The variation described by the model is shown by the Regression sum of squares (0.993), whilst the variation that cannot be explained is shown by the Residual sum of squares (49.878). These are combined in the total amount of squares (50.871). A p-value (0.409) larger than 0.05 indicates that the model is not statistically significant, whereas an F-value (0.969) evaluates the model's significance. As a result, there is no strong correlation seen in this dataset, and the indicators do not significantly explain the variation in Organizational Performance.

Table 11

Comparison of dependent variable among independent variables

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.993	3	.331	.969	.409 ^b
	Residual	49.878	146	.342		
	Total	50.871	149			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Career Planning, Training, Development

Source: Field Survey, 2024

4.2.10 Comparison of dependent variable by independent variables

Table no. 12 shows the influence of career planning, training, and development on organizational performance is seen in the coefficients table. When predictors are zero, Organizational Performance is equal to 2.424, as indicated by the constant (intercept) of 2.424. The unstandardized coefficients (B), standard errors, standardized coefficients (Beta), t-values, and significance levels (Sig.) are used to evaluate the impact of each predictor. Although training is not statistically significant ($p = 0.118$), it has a positive undefined coefficient ($B = 0.182$). Development exhibits no significant link ($p = 0.453$) and a negative unstandardized coefficient ($B = -0.103$). Career Planning is not significant ($p = 0.643$). It is implied that none of the predictors have a considerable influence on organizational Performance in this dataset since none of them have a meaningful impact on it.

Table 12

Comparison of dependent variable by independent variables

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.424	.402		6.033	.000
	Training	.182	.116	.134	1.572	.118
	Development	-.103	.137	-.065	-.752	.453
	Career Planning	-.033	.071	-.039	-.465	.643

Dependent Variable: Organizational Performance

Source: Field Survey, 2024

4.3 Major Findings

- In compared to employees who did not get training, those who took part in training programs had better performance indicators, motives and helps to reduce lateness and absenteeism.
- Employees have gained new skills and knowledge because of training programs, especially in technical fields related to the steel industry and helps avoid obsolesce in new skills for better result.

- Following training, workers expressed feeling more competent and productive in their jobs because they felt more confidence in their positions and helps to enhance high quality of product and service effectively.
- Opportunities for training and development were mentioned as being crucial to keeping employees on board, suggesting that investing in their professional development creates a more stable workforce and job security.
- Workers are more devoted to the company's objectives and show more loyalty when they believe the company is interested in their professional development. And focused on problem solving and decision making.
- Considering the training programs' overall favorable impact, the study found difficulties in their implementation and evaluation. These included shortages of resources, organizational problems, and challenges in evaluating the success of training programs.
- The demographic questions focused on correlations between age, gender, education, experience, and industry factors regarding perceived organizational and financial performances include type, organization life, and staff count. The findings showed that a number of demographic factors were significantly correlated with both with corporate financial performance measures and perceived organizational performance. The results of this study suggested that demographic variables play a relatively minor role towards perceived organizational and financial performances. Age did not demonstrate a significant relationship with perceived organizational and financial performance, which is consistent with the findings of Karatepe et al. (2006). On the other hand, gender does demonstrate a significant and positive correlation with perceived organizational performance. Other factors may have a greater influence on organizational performance because there are no significant associations found between Organizational performance and the predictors (Training, Development, Career Planning). This might suggest that a wider range of factors not included in this model have a complicated impact on organizational growth.

4.4 Discussion

The primary goal of the study was to examine the influence of training and development on organizational performance. The Nepali steel sector was chosen to study the influence and interaction between training, development, career planning, and organizational performance. The study states that by applying statistical techniques and interpreting the collected data, the study shows that there is no significant relationship between training and organizational performance, and the results contradict the finding of Mohd (2022), who stated that there is a moderate degree of correlation between training and organizational performance with significant relationship, and it can help maximize the benefit of training resulting in a positive impact on organizations.

The study concludes that there is no substantial association between development and organizational performance. The findings do not support Thomo's (2021) assertion that proper development programs with the essential skills to cope with changes through high-quality information and mobility programs can increase organizational performance.

The findings indicate that there is no substantial association between career planning and organizational success. The findings contradict Febiri and Hub (2021), who suggested that career planning assures a competent and motivated important position that may contribute to corporate growth and organizational effectiveness.

These data suggest that there is no substantial or strong relationship between organizational effectiveness and specific pairings of factors. As a result, there is no association in this dataset, and the indicators do not adequately explain the difference in organizational performance.

CHAPTER 5

SUMMARY AND CONCLUSION

5.1 Summary:

This study studies into how a steel company's performance can be greatly enhanced by funding employee training and development programs. Researchers studied the relationship between Training and development initiatives and several employee characteristics like age, position, and department, with a focus on Siddhi Laxmi Steels Pvt. Ltd. in Nepal. Mohd (2022) It is also looked at how these initiatives affected profitability, staff satisfaction, and production output, among other key performance indicators (KPIs). Likert scales, means, and standard deviations were employed in the descriptive and analytical analysis method of the study to examine the data. The results demonstrate that well-thought-out training and development programs produce workers who are more proficient and effective. Thomo (2021) Worker's report feeling more satisfied at work, having improved technical skills, and being better able to adjust to shifting market demands. The corporation benefits greatly from this as a competitive advantage. The study also showed a beneficial relationship between training and development, career planning and organizational performance initiatives and decreased turnover among employees, which supports a more dependable and committed workforce. The challenge of identifying the precise impact of training and development from other variables that might also have an impact on the success of the company is one acknowledged constraint. Nevertheless, the study provides valuable information about the efficacy of training and development initiatives, particularly in the context of the Nepalese steel sector. The study is to find opportunities for improvement in the present training and development techniques as well as best practices by examining the data. When designing employee development programs, steel businesses in Nepal can find great value in these insights. In the end, these initiatives can improve a business's marketability and competitiveness. This is interesting to observe that the study discovered link at all between the three variables (career planning, development, and training) and general organizational development. This implies that additional factors could be quite important. The research highlights the necessity of adopting a more all-encompassing strategy to comprehend and

enhance organizational development. It suggests more investigation into these other variables that could affect the overall performance of a steel company.

5.2 Conclusion

Based on the findings and discussion the results indicate that Training and development significantly impact the steel industry's organizational performance, Improved production, technical proficiency, and job satisfaction are among the many benefits that training, and development bring to the steel sector. Competent employees facilitate organizational flexibility and competitiveness since they are more adaptable to changes in the market. Long-term success in the steel industry depends on investing in personnel development. Still, the necessity for effective training programs is highlighted by funding constraints and improved assessment methods. The research indicates that Training, Development, and Career Planning do not significantly predict Organizational Development, indicating that businesses should look into other aspects or a combination of them. Employer happiness, productivity, and profitability all rise when resources are devoted to employee development. By equipping employees with the right skills through structured training, output quality and productivity can both increase. The study showed that training, development programs, career planning or growth and organizational performance have to enable for employees for their betterment and organizational growth it help to identification of employees skill gap, minimize the errors, improve productivity, increases efficiency at work place and help to enhance quality of employee performance. Investing in training and development is crucial for steel businesses in Nepal to improve their competitive position and operational performance.

5.3 Implications:

Training and development significantly impact a steel company's performance, increasing productivity, promoting safety, and ensuring product quality. Investing in training leads to higher employee retention, innovation, and job satisfaction. However, a comprehensive strategy is needed to improve organizational development, considering factors like company culture, leadership philosophies, employee engagement, and external environmental issues. Future projects should include

comprehensive evaluations to understand the complex nature of organizational development and develop more effective tactics. The results suggest that in order to improve Organizational Development, firms need take into account aspects other than Training, Development, and Career Planning. The lack of discernible influence from these predictors' points to the necessity of a more comprehensive strategy. Other possible effects that managers and HR specialists may need to investigate include company culture, leadership philosophies, employee engagement, and external environmental issues. Comprehensive evaluations to determine the primary drivers of organizational development should be a part of future projects.

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APENDIX

Questionnaire

Dear respondent

As required by the MBS program, I am conducting this questionnaire survey for an academic research topic. My research is titled “Impact of Training and Development on organizational performance of steel company in Nepal.” I assure you that strict confidentiality and this will be maintained and the information provided by you and this will be used only for the academic purpose. Your opinion regarding the following statements in terms of your degree of agreement intends to measure your organizations approach to organization. The scale is anchored with Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree.

Years	No of Employees	Percentage
20-25	8	5%
26-30	43	29%
31-35	65	43%
36-40	21	14%
41-above	13	9%
Total	150	100%

Gender	Frequency	Percentage
Male	136	91%
Female	14	9%
Total	150	100%

Post	Frequency	Percentage
Manager	29	19%
Officer	66	44%
Supervisor	16	11%
Assistant	17	11%
Trainee	6	4%

Driver	10	7%
Runner	6	4%
Total	150	100%

Please select one option for each question given below as per your experience and the level of agreement for those experiences.

(S.A. =Strongly Agree, A = Agree, N = Neutral, D = Disagree and S. D. = strongly Disagree)

Training	S. A.	A	N	D	S. D.
T1- Our organization provides intensive training to its employees in all aspects of quality.	1 9	7 4	2 3	2 1	1 1
T2- Employees in each position often participate in annual training sessions.	2 4	7 8	2 3	1 5	7
T3- Training requirements are recognized via an exacting performance evaluation system.	1 8	7 0	2 2	2 7	1 0
T4- There are established training programs in place to educate new workers the necessary skills for their professions.	1 9	7 4	2 8	1 8	8
T5- The identified training needs are practical, relevant, and based on the organization's strategy for growth.	2 1	7 9	1 7	2 3	9
T6-After effective and reliable training I feel it reduces possible accidents.	1 6	8 2	2 7	1 6	8
T7-The training provided helped me to eliminates obsolesce in skills.	1 2	8 3	2 4	2 2	8

Development	S. A.	A	N	D	S. D.
D1- Development emphasizes problem solving and decision making.	2 0	7 0	3 0	2 3	5
D2- A trainee has been given the opportunity to demonstrate previously taught abilities.	1 0	7 7	2 3	2 6	1 2
D3- Positive comments and reinforcement help to build self-confidence.	2 0	8 1	2 3	1 8	7
D4- A trainee is encouraged to ask questions during the growth process.	1 9	7 8	2 3	2 0	7
D5- I believe that the development will allow me to increase my skills, knowledge, attitude, and new capabilities.	1 1	9 1	2 1	1 9	7
D6- In my perspective, development allows me to improve the use of tools and machines, as well as operational safety.	1 3	8 2	2 2	2 2	8
D7- Training and development diminish lateness and absenteeism.	1 2	8 1	2 6	2 2	8
Career Planning	S. A.	A	N	D	S. D.
CP1- Employees are assured job security and stability.	1 8	6 7	2 5	2 9	8
CP2- Employees receive assistance in planning their professional progression.	2 2	7 3	2 2	2 4	7
CP3- Career advancement is depending on individual job success.	1 8	8 0	2 5	2 1	5

Organizational Performance	S.	A	N	D	S.
	A.				D.
OD1-In my opinion training and development help me to increase organizational effectiveness.	19	7 6	2 3	2 0	10
OD2-The training I received helped me to enhance high quality of product/service effectively.	10	7 9	2 4	2 4	11
OD3-The training provided by my organization helped me to improve quantity effectively.	11	9 2	2 3	1 8	5

Thank you!!

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