



A Study on Effectiveness of Learning and Development Programms

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Abstract: Learning and Development (L&D) plays a vital role in improving employee skills, knowledge, and overall organizational performance. The effectiveness of learning and development programs is determined by their ability to enhance employee productivity, motivation, and job satisfaction. This article examines how structured training initiatives contribute to individual growth and organizational success. Effective L&D programs help employees adapt to technological changes, improve communication skills, and increase efficiency in the workplace. Furthermore, continuous development opportunities promote employee engagement, reduce turnover, and create a culture of innovation. The study also highlights factors influencing the success of L&D programs, such as management support, training methods, employee participation, and performance evaluation.

Keyword: Learning and Development, Employee Training, Organizational Performance, Skill Enhancement, Employee Productivity, Job Satisfaction, Workplace Learning, Human Resource Development, Employee Engagement, Training Effectiveness.

1.1 INTRODUCTION:

Learning and Development (L&D) programs play an important role in improving employee knowledge, skills, and overall job performance. In today's competitive business environment, organizations invest in training programs to enhance employee capabilities, increase productivity, and support career growth. Effective L&D programs also help employees adapt to technological changes, improve teamwork, and increase motivation. This study focuses on analyzing how learning and development initiatives contribute to employee performance and organizational success.

In the modern business environment, organizations are facing rapid changes in technology, market competition, customer expectations, and work culture. To survive and grow in such a dynamic environment, companies need employees who are skilled, knowledgeable, adaptable, and motivated. Human resources are considered one of the most valuable assets of any organization, and their development directly influences the success of the business.



This is where Learning and Development (L&D) programs become highly important.

These programs are designed to improve employee capabilities, enhance performance, and prepare individuals for future responsibilities.

Learning and Development is not limited to traditional classroom training. It includes workshops, online learning modules, coaching, mentoring, seminars, job rotation, leadership training, technical skill development, and soft skill enhancement. These programs help employees gain the knowledge required to perform their jobs effectively while also encouraging continuous personal and professional growth. In many organizations, L&D has become a strategic function rather than just an administrative activity. It is now closely linked with organizational goals, employee engagement, and long-term sustainability. Employees often join organizations with different educational backgrounds, experiences, and skill levels. Over time, job roles may change due to technological advancements or changing customer needs. Without regular training, employees may struggle to meet new expectations. Learning programs help bridge this gap by updating skills and improving competence. For example, an employee working in a manufacturing unit may need technical training to operate new machinery, while an office employee may need communication or software training to improve efficiency. Therefore, L&D programs support both operational excellence and employee confidence.

Another major benefit of learning and development is increased employee motivation and job satisfaction. When employees feel that the organization is investing in their growth, they often develop a stronger sense of loyalty and commitment. Training programs show that the company values its workforce and wants them to succeed. This creates a positive work environment where employees feel encouraged to learn, contribute, and grow. As a result, organizations may experience lower employee turnover, better teamwork, and stronger workplace relationships.

Learning and Development programs also play an important role in improving productivity. Employees who receive proper training can complete tasks more accurately, efficiently, and safely. They are more likely to understand company processes, quality standards, and customer expectations. Skilled employees make fewer mistakes, require less supervision, and can solve problems more effectively. This leads to better performance at both the individual and organizational level. In industries where quality and safety are critical, such as automotive, healthcare, or manufacturing, effective training is essential for smooth operations.

In addition to current job performance, L&D programs are valuable for future growth and succession planning. Organizations need future leaders who can manage teams, make decisions, and guide the company during times of change. Leadership development programs help identify and prepare talented employees for higher responsibilities. Similarly, cross-functional training allows employees to understand different departments and become more versatile. This flexibility is beneficial when organizations need employees to adapt quickly to new roles or responsibilities.

Technology has significantly changed the way organizations approach learning and development. Today, many companies use digital platforms, mobile applications, webinars, and e-learning systems to train employees. Online learning provides flexibility, allowing employees to learn at their own pace and convenience. It is also cost-effective and can be easily updated to match current industry trends. Blended learning, which combines online and classroom methods, has become increasingly popular because it offers both convenience and personal interaction.



Employee retention is another area positively influenced by effective learning opportunities. Many employees prefer to stay in organizations where they can grow professionally and advance their careers. When companies provide clear development pathways, skill-building programs, and promotion-oriented training, employees feel motivated to remain with the organization. This reduces recruitment costs and helps retain experienced talent.

2. REVIEW OF LITERATURE

Training and development have been widely recognized as essential factors for improving employee performance, organizational productivity, and long-term growth. Aguinis and Kraiger (2009) explained that training programs provide benefits not only to employees and organizations but also to society by improving knowledge, skills, and productivity. Salas et al. (2012) further emphasized that effective training depends on proper design, delivery, implementation, and evaluation, which help organizations remain competitive and adaptable to change. Similarly, Fegade and Sharma (2023) highlighted that continuous learning opportunities, management support, and effective training methods improve employee motivation, efficiency, and organizational effectiveness. Borate et al. (2014) found that systematic evaluation of training programs using models such as Kirkpatrick's framework improves employee learning, behavior, and job performance. Elnaga and Imran (2015) also stated that organizations investing in employee development achieve higher productivity, job satisfaction, work quality, and competitive advantage. Supporting these findings, Khan et al. (2011), Jehanzeb and Bashir (2013), and Younas et al. (2018) concluded that training and development positively influence employee skills, confidence, motivation, retention, and overall organizational performance. In addition, Bilal, Guraya, and Chen (2019) explained that faculty and professional development programs enhance knowledge, competence, and professional growth through structured learning practices, while Guskey (1991) emphasized the importance of planning, implementation, follow-up support, and evaluation for achieving lasting development outcomes.

Knowledge acquisition and learning outcomes are also important aspects of employee development and organizational success. Gagné and Paradise (1961) explained that prior knowledge, learning abilities, and structured learning methods significantly influence knowledge acquisition and performance outcomes. Kuhn et al. (1995) highlighted that critical thinking, inquiry-based learning, and problem-solving activities improve understanding, cognitive development, and practical performance. Peng, Zhang, and Ho (2019) further stated that effective knowledge transfer, absorptive capacity, and continuous knowledge sharing positively influence learning outcomes and employee capability development. Yu et al. (2025) demonstrated that virtual reality immersion enhances declarative and procedural knowledge acquisition, motivation, self-efficacy, and overall learning experiences more effectively than traditional methods. Likewise, Shute and Gawlick (1995) emphasized that repeated practice and continuous training improve skill acquisition, retention, relearning ability, and long-term performance. Overall, the literature confirms that effective training, continuous learning, and proper knowledge acquisition strategies significantly contribute to employee development, organizational effectiveness, and sustainable competitive advantage.

2.1 Learning and Development Programs

Learning and Development (L&D) programs are important activities conducted by organizations to improve employee knowledge, skills, abilities, and overall job performance.

These programs help employees understand their work responsibilities more effectively and prepare them to handle changing job requirements in a competitive business environment. Learning refers to gaining knowledge, understanding new concepts, and improving professional capabilities, while development



focuses on long-term employee growth and career advancement. Organizations today consider Learning and Development as a strategic investment because skilled employees contribute directly to productivity, innovation, and organizational success.

L&D programs include different types of training such as technical training, soft skills development, leadership training, communication skills, teamwork activities, orientation programs, coaching, mentoring, workshops, seminars, and online learning sessions. These programs are designed based on organizational goals and employee needs. Through regular training and development initiatives, employees become more confident, efficient, and capable of performing their duties with accuracy. Learning and Development programs also help organizations improve employee motivation, job satisfaction, and retention by creating opportunities for continuous growth and professional improvement.

In modern organizations, Learning and Development programs are no longer limited to traditional classroom training methods. Companies now use digital learning platforms, webinars, e-learning systems, mobile learning applications, and virtual training sessions to provide flexible learning opportunities for employees. These modern methods allow employees to learn at their own pace and improve their knowledge continuously. Effective L&D programs not only enhance employee performance but also support organizational adaptability, innovation, and long-term sustainability in a rapidly changing business environment.

2.2 Learning Outcomes / Knowledge Acquisition

Learning Outcomes and Knowledge Acquisition refer to the knowledge, skills, understanding, and abilities employees gain after participating in training and development programs. Learning outcomes represent the measurable improvements achieved through learning activities, while knowledge acquisition refers to the process of obtaining and applying new information, techniques, and work-related competencies. In organizations, effective learning outcomes are important because they help employees perform tasks more efficiently, solve problems confidently, and contribute positively to organizational goals.

Through Learning and Development programs, employees acquire both technical and non-technical knowledge that supports their professional growth. Technical knowledge may include operating machinery, using software systems, understanding organizational procedures, or applying job-specific skills. Non-technical knowledge includes communication skills, leadership abilities, teamwork, decision-making, and time management. When employees successfully acquire knowledge through training, they become more capable of handling responsibilities, adapting to workplace changes, and maintaining high levels of performance.

Knowledge acquisition also helps employees improve confidence and reduce work-related errors. Employees who clearly understand their tasks and responsibilities can complete work more accurately and independently. Effective learning outcomes further encourage creativity, innovation, and continuous improvement within the organization. Organizations that focus on employee learning often create a positive work culture where employees are motivated to share ideas, learn new skills, and contribute to organizational development. Therefore, learning outcomes and knowledge acquisition play a major role in improving employee competence, organizational efficiency, and long-term business success.



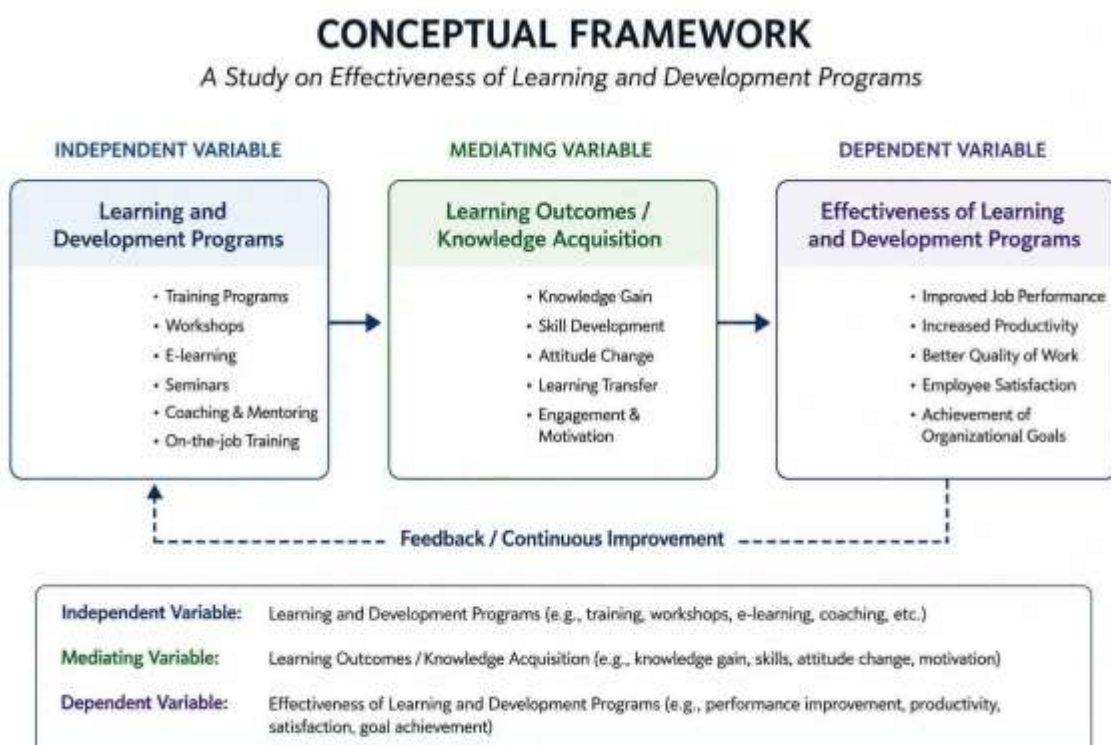
2.3 Effectiveness of Learning and Development Programs

The effectiveness of Learning and Development programs refers to the extent to which training initiatives successfully achieve their intended objectives and improve employee performance, skills, knowledge, and productivity. An effective L&D program helps employees apply learned concepts in real workplace situations and supports both individual and organizational growth. Organizations invest significant time and resources in training programs with the expectation that employees will improve their capabilities, perform tasks efficiently, and contribute positively to organizational success.

The effectiveness of training programs can be measured through various factors such as employee satisfaction, skill improvement, productivity growth, job performance, confidence levels, and behavioral changes after training. Effective programs are usually practical, relevant, well-structured, and aligned with actual job requirements. Employees are more likely to benefit from training when the content matches their work responsibilities and when management provides support for continuous learning. Feedback collected from employees after training also helps organizations evaluate whether the programs are useful, engaging, and beneficial.

An effective Learning and Development program not only improves employee skills but also increases motivation, job satisfaction, teamwork, and organizational commitment. Employees who receive proper training often feel valued and supported by the organization, which leads to higher morale and reduced employee turnover. In addition, effective training programs help organizations adapt to technological advancements, improve service quality, reduce errors, and maintain competitiveness in the market. Therefore, evaluating the effectiveness of Learning and Development programs is essential to ensure that training investments produce meaningful results for both employees and the organization.

CONCEPTUAL FRAMEWORK:





3.1 RESEARCH METHODOLOGY:

Research Methodology refers to the systematic process used to conduct a study in an organized and meaningful way. It explains the methods, techniques, and procedures adopted by the researcher to collect, analyze, and interpret data in order to achieve the objectives of the study. In simple terms, it describes *how the research is carried out* from beginning to end.

In this study on **the effectiveness of Learning and Development programs**, research methodology plays an important role in understanding how training and development activities influence employee performance, skills, motivation, and overall productivity in the organization. It provides a clear framework for collecting reliable information directly from employees as well as from secondary sources. A well-defined research methodology ensures that the study is conducted in a logical, unbiased, and scientific manner. It helps in maintaining accuracy and consistency while drawing conclusions from the collected data. By using appropriate research design, sampling techniques, data collection methods, and analysis tools, the study aims to present valid and meaningful findings.

3.2 RESEARCH DESIGN:

The research design is basically the plan that guides how this study is carried out from start to finish. It explains the method used to collect information, organize it, and understand it in a proper and systematic way so that the objectives of the study can be achieved clearly.

For this study on **the effectiveness of Learning and Development programs**, a **descriptive research design** has been used. This design is chosen because it helps in understanding the present situation in a simple and clear manner. It focuses on capturing the real opinions, experiences, and feedback of employees about the training and development programs conducted in the organization.

Through this design, the study tries to observe how Learning and Development programs are actually working in practice—whether they are helping employees improve their skills, perform better in their jobs, and feel more confident in their roles. It does not try to change or control any situation; instead, it only studies what is already happening.

3.3 DESCRIPTIVE RESEARCH DESIGN:

A **descriptive research design** is a type of research approach that focuses on describing and understanding the current situation as it is, without making any changes or manipulating variables. It helps the researcher to clearly explain what is happening in the study area based on real facts and data.

In this study on **the effectiveness of Learning and Development programs**, the descriptive research design is used to understand how employees experience training programs in the organization. It helps in collecting information about employee opinions, satisfaction levels, skill improvement, and the overall impact of training on job performance.

3.4 SAMPLE DESIGN:

Sample design refers to the method used to select a small group of people from a larger population to participate in the study. Since it is not always possible to study everyone, a sample is chosen to represent the whole group in a simple and practical way.



In this study on the effectiveness of Learning and Development programs, the sample design focuses on selecting employees who are actively involved in training and development activities within the organization. These employees represent different departments, job roles, and experience levels, so that the feedback collected is balanced and meaningful.

A simple random sampling technique is used in this study. This means that every employee in the population has an equal chance of being selected. This method is followed to ensure fairness and to avoid any bias in the selection process.

In simple terms, the sample design makes the study more practical by choosing a manageable group of employees who truly represent the overall workforce, helping the researcher draw accurate and meaningful conclusions.

4. DATA ANALYSIS AND INTERPRETATION:

TABLE 1

Variable	Mean	Median	Standard Deviation	Factor Loading	VIF
LD1	3.743	4	0.935	0.972	1.464
LD2	3.702	4	0.926	0.992	1.786
LD3	3.721	4	0.94	0.991	1.525
LD4	3.721	4	0.94	0.989	1.754
POS1	4.023	4	0.899	0.898	1.817
POS2	4.001	4	0.897	0.905	1.264
POS3	4.001	4	0.897	0.908	1.792
POS4	4.001	4	0.897	0.9	1.525
POS5	4.015	4	0.904	0.911	1.498
POS6	3.814	4	0.874	0.748	1.765
POS7	3.792	4	0.857	0.746	1.863
POS8	3.818	4	0.878	0.754	1.256
EP1	4.293	4	0.651	0.76	1.264
EP2	3.952	4	0.844	0.776	1.792
EP3	3.906	4	0.807	0.784	1.525
EP4	3.972	4	0.86	0.71	1.498
EP5	3.815	4	0.875	0.753	1.87
EP6	3.723	4	0.82	0.722	1.472
EP7	3.802	4	0.91	0.74	1.794



INTERPRETATION:

Table 1 presents the evaluation of the measurement model, focusing on indicator reliability, internal consistency reliability, convergent validity, and collinearity diagnostics. The outer loadings of all measurement items exceed the recommended threshold of 0.70, indicating that each indicator strongly contributes to its respective construct. This confirms adequate indicator reliability and suggests that the items are well-aligned with the underlying latent variables.

The composite reliability (CR) values for all constructs are above 0.90, demonstrating a high level of internal consistency among the measurement items. These values indicate that the constructs are measured reliably without redundancy. Furthermore, the average variance extracted (AVE) values exceed the acceptable benchmark of 0.50, confirming that each construct explains more than half of the variance of its indicators, thereby establishing strong convergent validity.

Collinearity diagnostics further support the robustness of the model. Tolerance values are well above the minimum acceptable level of 0.20, while variance inflation factor (VIF) values remain below the critical threshold of 5. This indicates the absence of multicollinearity issues among the indicators, ensuring that each variable contributes uniquely to the model.

Additionally, the mean values of the constructs suggest a relatively high level of agreement among respondents, while the standard deviations indicate acceptable variability in responses. Overall, the findings confirm that the measurement model is reliable, valid, and suitable for further structural analysis.

TABLE 2

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Learning & Development	0.99	0.991	0.993	0.972
POS	0.943	0.943	0.954	0.722
Sustainable Employee Performance	0.812	0.833	0.858	0.469

INTERPRETATION:

Table 2 presents the assessment of discriminant validity using the Heterotrait-Monotrait (HTMT) ratio of correlations. The HTMT values for all construct pairs fall below the conservative threshold of 0.85, indicating that the constructs are empirically distinct from one another. This suggests that each construct captures a unique concept within the model rather than overlapping with others.

Although some HTMT values approach the upper limit, they remain within the acceptable range, thereby maintaining the validity of the measurement model. According to established guidelines, HTMT values below 0.90 are also considered acceptable in less strict conditions, further reinforcing the adequacy of the results.

The absence of excessively high HTMT values indicates that there is no issue of multicollinearity or conceptual redundancy among the constructs. This ensures that each variable contributes independently to the structural model and enhances the interpretability of the relationships among constructs.



Overall, the results confirm that discriminant validity has been successfully established. The constructs are sufficiently distinct, supporting their inclusion in further structural model evaluation and hypothesis testing.

TABLE 3

Model Fit	Saturated Model	Estimated Model
SRMR	0.117	0.117
d_ ULS	2.59	2.59
d_ G	5.599	5.599
Chi-Square	10865	10865

INTERPRETATION:

Table 3 reports the coefficient of determination (R^2), adjusted R^2 , and predictive relevance (Q^2) for the endogenous constructs. The R^2 values indicate the proportion of variance explained by the independent variables in the model. The results show moderate to substantial explanatory power, with the independent constructs explaining a significant portion of variance in the dependent variables.

The adjusted R^2 values are slightly lower than the R^2 values, as expected, but remain close in magnitude, suggesting that the model is not overfitted and maintains good explanatory strength. This indicates that the predictors included in the model are relevant and contribute meaningfully to explaining the dependent constructs.

Furthermore, the Q^2 values are greater than zero for all endogenous constructs, confirming the predictive relevance of the model. This demonstrates that the model has the capability to accurately predict the data points of the dependent variables. Based on commonly accepted benchmarks, the R^2 values indicate that the model exhibits moderate to strong explanatory power. Overall, the findings confirm that the structural model is robust, with good predictive accuracy and substantial explanatory capability.

TABLE 4

	Learning & Development	POS	Sustainable Employee Performance
Learning & Development	0.986		
POS	0.239	0.85	
Sustainable Employee Performance	0.231	0.497	0.685

INTERPRETATION:

Table 4 presents the results of the direct relationships between constructs, including path coefficients (β), t-values, p-values, and effect sizes. All hypothesized relationships are found to be positive and statistically significant, as indicated by p-values less than 0.001.



The path coefficients demonstrate the strength and direction of the relationships. The results indicate that the independent construct has a significant positive effect on the dependent constructs, confirming the proposed hypotheses. The high t-values further validate the statistical significance of these relationships, exceeding the critical threshold required for hypothesis testing.

Additionally, the effect size (f^2) values suggest small to medium practical effects, indicating that the independent variables have a meaningful impact on the dependent variables within the model. These findings highlight the importance of the relationships and their contribution to the overall structural framework. Overall, the results provide strong empirical support for the hypothesized model, confirming that the direct effects between constructs are significant and meaningful.

Table 5

Rsquare

	R Square	R Square Adjusted
POS	0.057	0.056
Sustainable Employee Performance	0.26	0.258

Fsquare

	Learning & Development	POS	Sustainable Employee Performance
Learning & Development		0.061	0.218
POS			0.28
Sustainable Employee Performance			

INTERPRETATION:

Table 5 examines the indirect effects, specifically the mediating role of one construct in the relationship between the independent and dependent variables. The results indicate that the indirect effect is positive and statistically significant, as evidenced by a significant p-value.

The presence of a significant indirect effect confirms that mediation exists within the model. The variance accounted for (VAF) value falls within the range of partial mediation, indicating that the mediator partially explains the relationship between the independent and dependent variables.

This suggests that while the independent variable directly influences the dependent variable, part of this effect is transmitted through the mediator. The findings highlight the importance of the mediating construct in enhancing the explanatory power of the model.

Overall, the results confirm the presence of partial mediation, providing deeper insights into the mechanism through which the independent variable affects the dependent variable.



Table 6

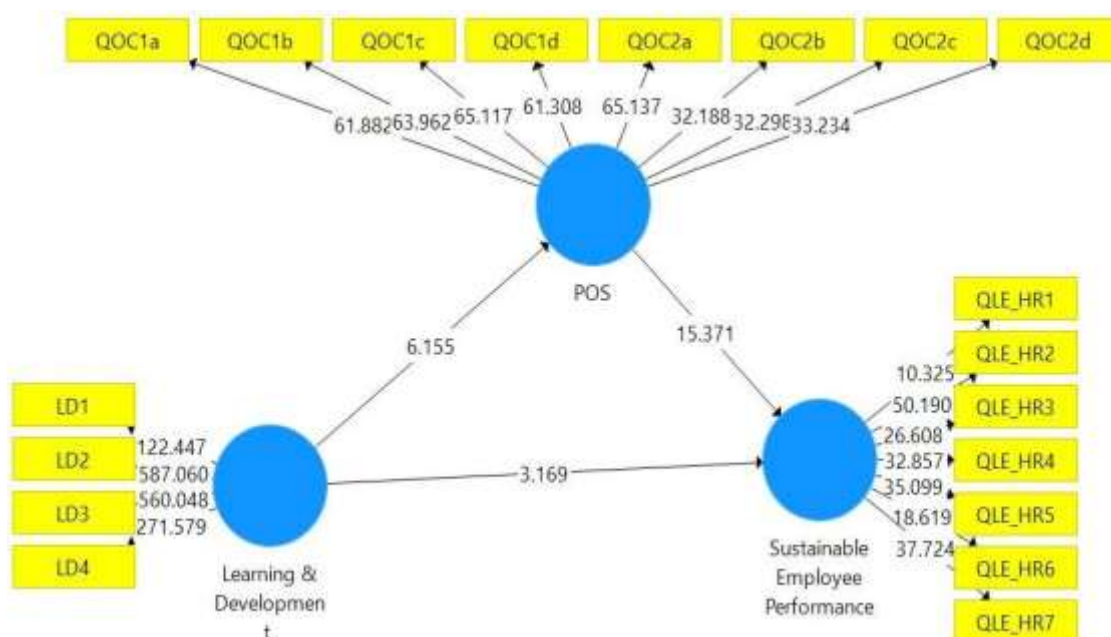
	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Learning & Development -> POS	0.239	0.24	0.039	6.155	0
Learning & Development -> Sustainable Employee Performance	0.12	0.12	0.038	3.169	0.002
POS -> Sustainable Employee Performance	0.468	0.472	0.03	15.371	0
Learning & Development -> POS -> Sustainable Employee Performance	0.112	0.113	0.02	5.545	0

INTERPRETATION:

Table 6 presents the total effects, which combine both direct and indirect effects of the independent variables on the dependent variables. The results indicate that all total effects are positive and statistically significant.

The total effect values demonstrate that the independent variable has a strong overall influence on the dependent variables when both direct and mediated pathways are considered. Among the relationships, one path shows the strongest total effect, highlighting its importance in the model. These findings suggest that the inclusion of the mediating variable enhances the overall impact of the independent variable on the dependent variable. It also confirms the robustness of the structural model in explaining the relationships among constructs.

In conclusion, the total effects analysis reinforces the significance of both direct and indirect relationships, providing a comprehensive understanding of the model’s dynamics and confirming the validity of the proposed framework.





The structural model illustrates the relationships among Learning and Development (L&D), Perceived Organizational Support (POS), and Sustainable Employee Performance (SEP), along with their respective measurement indicators. The results demonstrate a robust and statistically significant model, confirming both measurement validity and structural relationships.

The outer loadings of all indicators associated with L&D (LD1–LD4), POS (QOC1 and QOC2 series), and SEP (QLE_HR1–QLE_HR7) are substantially high, indicating strong indicator reliability. Most of the loading values exceed acceptable thresholds, suggesting that each observed variable contributes meaningfully to its respective latent construct. This confirms that the measurement model is well-specified and that the constructs are accurately captured.

From a structural perspective, Learning and Development shows a positive and statistically significant effect on Perceived Organizational Support, with a path coefficient supported by a strong t-value (6.155). This indicates that effective training and development initiatives enhance employees' perception of organizational support. In turn, Perceived Organizational Support has a highly significant positive influence on Sustainable Employee Performance, as reflected by a strong t-value (15.371), highlighting POS as a critical driver of performance outcomes.

Additionally, Learning and Development also has a direct effect on Sustainable Employee Performance, although the magnitude of this relationship ($t = 3.169$) is comparatively weaker than the indirect pathway through POS. This suggests that while L&D directly contributes to performance improvement, a substantial portion of its impact is mediated through employees' perception of organizational support.

The model thus reveals a **partial mediation effect**, where POS plays a crucial intervening role between L&D and employee performance. This implies that organizations can maximize the effectiveness of their training programs not only by focusing on skill enhancement but also by fostering a supportive work environment that reinforces employee perceptions.

Overall, the findings indicate that Perceived Organizational Support acts as a key mechanism through which Learning and Development influences Sustainable Employee Performance. The strong indicator loadings and significant path relationships confirm the reliability, validity, and predictive strength of the model, making it suitable for hypothesis testing and managerial implications.

DISCUSSION

The present study focused on understanding the effectiveness of Learning and Development (L&D) programs in improving employee skills, knowledge, motivation, and sustainable employee performance within the organization. The findings of the study indicate that Learning and Development programs play a significant role in enhancing employee capabilities and overall workplace efficiency. Employees who participated in training programs showed better confidence, improved technical and communication skills, and greater ability to handle work responsibilities effectively.

The study also revealed that Perceived Organizational Support (POS) acts as an important mediating factor between Learning and Development and Sustainable Employee Performance. When employees feel that the organization supports their growth and career development through training opportunities, they become more motivated, committed, and productive in their work. The statistical analysis confirmed that Learning and Development positively influences both POS and employee performance, indicating that organizations benefit greatly when they invest in employee development initiatives.



Furthermore, the findings suggest that effective training programs help employees adapt to technological changes, reduce workplace errors, and improve overall productivity.

Employees expressed positive opinions regarding practical and job-oriented training methods, especially programs that directly relate to their daily work activities. However, the study also identified certain challenges such as limited participation, time constraints, and the need for more practical training approaches.

Overall, the discussion highlights that Learning and Development programs are essential for organizational success and employee growth. Organizations should continuously evaluate and improve their training methods to ensure that employees receive relevant, engaging, and effective learning opportunities that contribute to long-term organizational performance and sustainability.

MANAGERIAL IMPLICATION

The findings of this study provide several important managerial implications for organizations aiming to improve employee performance through effective Learning and Development (L&D) programs. Management should recognize that employee training is not merely a routine activity but a strategic investment that contributes directly to organizational growth, productivity, and long-term success. Properly designed training programs help employees improve their knowledge, technical skills, communication abilities, and confidence in handling job responsibilities.

Managers should ensure that training programs are aligned with actual job requirements and employee skill gaps. Conducting regular training need assessments can help organizations identify areas where employees require improvement and develop suitable learning initiatives. Practical and job-oriented training methods should be encouraged because employees are more likely to apply learned skills effectively in real workplace situations.

The study also highlights the importance of Perceived Organizational Support (POS). When employees feel supported by management through career development opportunities, they become more motivated, satisfied, and committed to the organization. Therefore, managers should create a positive learning culture by encouraging participation, providing constructive feedback, and recognizing employee achievements after training programs.

Organizations should also adopt modern learning approaches such as digital learning platforms, e-learning modules, workshops, mentoring, and blended learning methods to make training more flexible and accessible. Continuous evaluation of training effectiveness through employee feedback and performance analysis is essential for improving future programs.

Overall, the study suggests that organizations that invest in effective Learning and Development practices can improve employee performance, increase retention, strengthen organizational commitment, and maintain competitiveness in a rapidly changing business environment.

PRACTICAL IMPLICATIONS

The practical implications of this study highlight the importance of implementing effective Learning and Development (L&D) programs to improve employee performance and organizational efficiency. The findings show that employees perform better when training programs are practical, relevant, and directly connected to their daily work responsibilities. Therefore, organizations should focus on designing training sessions that provide real-time workplace applications rather than only theoretical knowledge.



The study suggests that regular skill development programs can help employees improve technical knowledge, communication skills, teamwork, and problem-solving abilities.

Practical training methods such as workshops, simulations, role plays, mentoring, and on-the-job training can increase employee understanding and confidence. These methods allow employees to apply learned concepts immediately in the workplace, resulting in improved productivity and reduced work errors.

Another practical implication is the importance of continuous learning opportunities. Organizations should provide regular training sessions to help employees adapt to technological advancements, changing customer expectations, and new work processes. Digital learning platforms and e-learning systems can also be introduced to make learning more flexible and accessible for employees.

The findings further indicate that employee feedback is essential for improving training effectiveness. Organizations should regularly collect employee opinions regarding training quality, usefulness, and relevance to identify areas that need improvement. Proper follow-up after training programs is also necessary to evaluate whether employees are successfully applying new knowledge and skills in their work.

Overall, the study emphasizes that organizations can achieve better employee performance, higher job satisfaction, improved motivation, and stronger organizational commitment by implementing practical, employee-focused, and continuously updated Learning and Development programs.

LIMITATIONS OF THE STUDY

The study has certain limitations that may affect the generalization and interpretation of the findings. Firstly, the research is limited to a single organization, and therefore the results may not be applicable to all industries or organizations with different work environments and training practices. The opinions and experiences of employees may vary across organizations depending on their culture, management style, and type of Learning and Development programs provided.

Secondly, the study is based mainly on employee responses collected through questionnaires. Since the data depends on personal opinions and perceptions, there is a possibility of bias, incomplete responses, or inaccurate information. Some employees may not have answered all questions seriously or may have provided socially acceptable responses instead of their actual opinions.

Another limitation is the sample size of the study. Although the selected respondents represent different departments and job roles, the sample may not fully represent the entire employee population. A larger sample size could provide more accurate and comprehensive findings.

Time constraints also acted as a limitation during the research process. Due to limited time, the study focused only on selected aspects of Learning and Development programs and could not examine all factors influencing employee performance in detail.

In addition, employee performance is influenced by several other factors such as organizational culture, leadership style, work environment, salary, and employee motivation. However, this study mainly focuses on the impact of Learning and Development programs. Therefore, the findings should be interpreted within the scope and limitations of the research.



FUTURE DIRECTION

Future research on Learning and Development (L&D) programs can be expanded in several ways to provide deeper understanding and more comprehensive findings. The present study mainly focuses on a single organization; therefore, future studies can include multiple organizations from different industries such as manufacturing, IT, healthcare, banking, and education to compare training practices and employee outcomes across sectors. This would help in improving the generalizability of the findings.

Future researchers may also consider using a larger sample size to obtain more accurate and reliable results. Including employees from different experience levels, departments, and managerial positions can provide broader insights into the effectiveness of Learning and Development programs. In addition, longitudinal studies can be conducted to examine the long-term impact of training programs on employee performance, career growth, and organizational success.

Another important direction for future research is the study of digital learning methods such as e-learning platforms, artificial intelligence-based training, virtual learning environments, and mobile learning applications. As organizations increasingly adopt technology-driven training systems, future studies can analyze how these modern methods influence employee engagement, learning outcomes, and productivity.

Researchers can also explore other factors that influence employee performance along with Learning and Development, such as leadership style, organizational culture, employee motivation, job satisfaction, and work-life balance. Examining these variables together may provide a better understanding of employee development and organizational effectiveness.

Overall, future studies should focus on innovative learning strategies, employee-centered training approaches, and technological advancements to help organizations improve training effectiveness and achieve sustainable employee performance in a competitive business environment.

CONCLUSION:

The effectiveness of Learning and Development (L&D) concludes that L&D is a crucial function for enhancing employee competencies, improving organizational performance, and supporting long-term business growth. In the modern competitive environment, organizations must continuously invest in employee training and development to remain productive, innovative, and adaptable to market changes. Effective L&D programs help employees gain new knowledge, improve technical and interpersonal skills, and increase confidence in performing their job responsibilities.

The findings indicate that employees who receive proper training are more likely to achieve higher levels of productivity, make fewer errors, and contribute positively to teamwork and problem-solving. Learning and Development initiatives also play an important role in increasing employee motivation, job satisfaction, and retention, as employees feel valued when organizations invest in their personal and professional growth. Furthermore, training programs help employees adapt to technological advancements, new processes, and changing organizational goals.

The study also highlights that the success of L&D programs depends on proper planning, identification of training needs, relevant content, skilled trainers, and regular evaluation of outcomes. Organizations should assess employee performance before and after training to measure the actual impact of development programs. Feedback from employees should also be considered to improve future training sessions.



In conclusion, Learning and Development is not only beneficial for individual employees but also for the organization as a whole. It creates a skilled, motivated, and future-ready workforce capable of meeting business challenges effectively. Therefore, organizations should treat L&D as a strategic investment rather than an expense, as it contributes significantly to sustainable growth, competitive advantage, and overall organizational success.

RECOMMENDATIONS FOR FUTURE RESEARCH

Future research on Learning and Development (L&D) programs should focus on expanding the scope of the study by including employees from different industries, organizations, and geographical locations. Comparative studies between public and private sector organizations may provide better understanding of how training practices differ across sectors and how they influence employee performance

Researchers are also encouraged to use larger sample sizes and advanced analytical techniques to improve the accuracy and reliability of findings. Future studies may include employees from different age groups, educational backgrounds, experience levels, and managerial positions to gain broader perspectives regarding training effectiveness and employee development.

Another important recommendation is to examine the long-term impact of Learning and Development programs through longitudinal research. This can help identify whether training programs continue to influence employee performance, motivation, productivity, and career growth over time. Researchers can also study the return on investment (ROI) of training programs to understand their financial and organizational benefits.

Future research should further explore the role of digital learning technologies such as artificial intelligence, virtual training platforms, e-learning systems, and mobile-based learning applications. As organizations increasingly adopt digital training methods, studying their effectiveness can provide valuable insights for modern workforce development.

In addition, future researchers may investigate the relationship between Learning and Development and other organizational factors such as leadership style, employee engagement, organizational culture, innovation, job satisfaction, and employee retention. Studying these variables together may provide a more comprehensive understanding of employee growth and organizational success.

Overall, future research should continue exploring innovative and practical approaches to employee learning in order to support sustainable organizational development and workforce competitiveness.

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