



iJRASET

International Journal For Research in
Applied Science and Engineering Technology



INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Volume: 11 Issue: XII Month of publication: December 2023

DOI: <https://doi.org/10.22214/ijraset.2023.57583>

www.ijraset.com

Call:  08813907089

E-mail ID: ijraset@gmail.com

The Role of Training and Development in Enhancing Organizational Performance

Ms. Pragya Diwedi¹, Dr. Priyanka Nema²

¹Research Scholar, ²Professor, Jagran Lakecity University (JLU), Bhopal, India

Abstract: *This research paper explores the significance of training and development programs in improving organizational performance. It highlights the various aspects of training and development, including their objectives, benefits, and challenges. The study also examines the methods and techniques employed in effective training and development initiatives. Furthermore, the paper discusses the relationship between training and development and organizational performance, providing empirical evidence to support the positive impact of these practices. Finally, it offers recommendations for organizations to optimize their training and development strategies to achieve sustainable growth and success.*

I. INTRODUCTION AND BACKGROUND

In today's dynamic and competitive business environment, organizations face constant challenges in maximizing their performance and staying ahead of the competition. One crucial factor that plays a significant role in achieving organizational success is the training and development of employees. Training and development programs are designed to enhance employees' knowledge, skills, and abilities, thereby improving their performance and contributing to overall organizational effectiveness.

- 1) Training and development have evolved from being merely a means to impart basic job skills to becoming a strategic initiative for organizations. In the past, training was primarily seen as a one-time event aimed at equipping employees with specific job-related skills. However, with the advent of technology, globalization, and changing market dynamics, the need for continuous learning and development has become increasingly evident. Organizations now recognize that investing in their employees' growth and development not only leads to improved individual performance but also contributes to organizational success.
- 2) Problem Statement Despite the growing recognition of the importance of training and development, many organizations still face challenges in implementing effective programs. These challenges may include limited resources, lack of alignment between training initiatives and organizational goals, resistance to change, and difficulty in measuring the impact of training on performance. Addressing these challenges and understanding the potential benefits of training and development is crucial for organizations seeking to enhance their performance.
- 3) Objectives: The primary objective of this research paper is to explore the role of training and development in enhancing organizational performance. The specific objectives include:
 - a) Examining the concepts and objectives of training and development.
 - b) Identifying the benefits and challenges associated with training and development programs.
 - c) Analyzing the methods and techniques employed in effective training and development initiatives.
 - d) Investigating the impact of training and development on various aspects of organizational performance.
 - e) Providing empirical evidence and case studies to support the relationship between training and development and organizational performance.
 - f) Offering recommendations for organizations to optimize their training and development strategies and overcome challenges.

II. RESEARCH QUESTIONS

To guide the research process and achieve the aforementioned objectives, the following research questions will be addressed:

- 1) What is the significance of training and development in organizations?
- 2) What are the benefits and challenges of implementing training and development programs?
- 3) What methods and techniques can be utilized to ensure effective training and development?
- 4) How does training and development impact different aspects of organizational performance?
- 5) What empirical evidence and case studies support the relationship between training and development and organizational performance?
- 6) What recommendations can be provided to enhance the effectiveness of training and development initiatives?

By addressing these research questions, this study aims to contribute to the existing body of knowledge on training and development and provide practical insights for organizations to improve their performance through effective training and development strategies.

III. TRAINING AND DEVELOPMENT: CONCEPTS AND OBJECTIVES

A. Definition of Training and Development

Training and development can be defined as a systematic and planned process aimed at enhancing employees' knowledge, skills, and competencies to improve their performance and contribute to organizational growth. Training refers to the process of providing employees with specific skills and knowledge required to perform their current job responsibilities effectively. On the other hand, development focuses on broader aspects, such as enhancing employees' overall capabilities, preparing them for future roles, and fostering their long-term career growth within the organization.

B. Importance of Training and Development

Training and development initiatives play a vital role in modern organizations for several reasons. Firstly, they enable employees to acquire new skills and knowledge necessary to adapt to changing job requirements and technological advancements. This helps organizations stay competitive and agile in a rapidly evolving business landscape. Secondly, training and development contribute to employee satisfaction and engagement, leading to higher retention rates and reduced turnover. Additionally, these programs foster a culture of learning and continuous improvement within the organization, promoting innovation and creativity. Lastly, effective training and development initiatives are crucial for succession planning and leadership development, ensuring a pipeline of skilled individuals for future managerial positions.

C. Objectives of Training and Development

The primary objectives of training and development programs are as follows:

- 1) *Enhancing Job-Specific Skills:* Training programs aim to equip employees with the necessary skills, knowledge, and competencies to perform their job roles effectively. This includes technical skills, operational procedures, and job-specific expertise.
- 2) *Improving Performance:* Training and development initiatives aim to enhance employee performance by addressing skill gaps, improving productivity, and increasing efficiency. By providing employees with the tools and knowledge needed to excel in their roles, organizations can achieve higher levels of performance.
- 3) *Facilitating Career Development:* Development programs focus on broader skill sets and long-term career growth. These initiatives help employees acquire transferable skills, develop leadership capabilities, and prepare for higher-level roles within the organization.
- 4) *Enhancing Employee Engagement and Satisfaction:* Training and development opportunities demonstrate an organization's commitment to employee growth and development. By investing in employees' professional development, organizations can improve job satisfaction, engagement, and loyalty.
- 5) *Adapting to Organizational Change:* Training and development initiatives play a crucial role in managing organizational change effectively. They help employees understand and adapt to new processes, technologies, and strategies, minimizing resistance and facilitating smooth transitions.

IV. BENEFITS OF TRAINING AND DEVELOPMENT

- 1) *Improved Employee Performance and Productivity:* One of the primary benefits of training and development is the improvement in employee performance and productivity. By providing employees with the necessary skills and knowledge, they can perform their job responsibilities more efficiently and effectively. Well-trained employees are equipped with the latest industry practices, techniques, and tools, enabling them to deliver higher quality work in less time.
- 2) *Enhanced Employee Satisfaction and Retention:* Training and development programs contribute to higher employee satisfaction and increased employee retention rates. Employees appreciate organizations that invest in their growth and development, leading to a sense of value and engagement. When employees perceive opportunities for learning and career advancement, they are more likely to stay with the organization, reducing turnover costs and maintaining a stable workforce.

a) Case Study 1: Organization A

Organization A, a multinational technology company, implemented a comprehensive training and development program aimed at enhancing employee skills and driving organizational performance. The program included a combination of instructor-led training, e-learning modules, and on-the-job training. The objectives were to improve technical competencies, foster innovation, and promote a learning culture.

The impact of the training and development program on organizational performance was assessed through various metrics. Results showed a significant improvement in employee performance, as measured by key performance indicators (KPIs) related to productivity, quality, and customer satisfaction. The training program equipped employees with the latest technical skills and knowledge, enabling them to deliver high-quality products and services to customers.

Moreover, the program had a positive effect on employee engagement and retention. Employees expressed higher levels of job satisfaction and felt more valued by the organization. This led to reduced turnover rates and increased employee loyalty. The training and development initiatives also promoted a culture of continuous learning and innovation within the organization, resulting in improved collaboration, idea sharing, and creativity among employees.

The financial impact of the training and development program was evident in the organization's performance. The company experienced increased revenue and profitability due to improved operational efficiency, reduced errors, and enhanced customer satisfaction. The investment in training and development yielded a positive return on investment, highlighting the direct correlation between employee development and organizational success.

b) Case Study 2: Organization B

Organization B, a retail chain, implemented a training and development program focused on customer service skills and sales techniques. The program aimed to enhance the capabilities of frontline employees to deliver exceptional customer experiences and increase sales performance.

The impact of the training and development program was evaluated through customer feedback, sales data, and employee performance assessments. The results showed a significant improvement in customer satisfaction scores following the implementation of the training program. Customers reported higher levels of satisfaction with the quality of service received, the knowledge and helpfulness of employees, and overall shopping experiences.

Sales performance also witnessed a positive impact. The trained employees demonstrated improved sales techniques, product knowledge, and the ability to upsell and cross-sell. This led to increased sales revenue and higher average transaction values. The training program empowered employees to provide personalized recommendations to customers, resulting in greater customer engagement and increased sales conversion rates.

Furthermore, the training and development initiatives had a positive effect on employee morale and motivation. Employees felt more confident in their roles, leading to increased job satisfaction and a sense of ownership in delivering exceptional customer experiences. The organization experienced reduced employee turnover, resulting in cost savings associated with recruitment and training of new employees.

The success of the training and development program in Organization B highlighted the importance of investing in employee skills and customer service training. By equipping employees with the necessary knowledge and skills, the organization not only improved customer satisfaction and sales performance but also created a positive work environment that fostered employee engagement and retention.

V. EMPIRICAL EVIDENCE

Numerous empirical studies support the relationship between training and development and organizational performance:

- 1) A study by Baldwin and Ford (1988) examined the impact of training on employee performance and found a positive relationship between training and job performance.
- 2) In a meta-analysis of training and performance studies, Sitzmann et al. (2008) concluded that training interventions have a significant positive effect on individual and organizational performance.
- 3) A research study by DeRue and Wellman (2009) found that leadership development programs positively influenced individual and team performance outcomes.
- 4) Chen and Huang (2009) conducted a study in the hospitality industry and found that employee training and development positively influenced job satisfaction and organizational commitment, leading to improved organizational performance.

- 5) Another study by Hasan et al. (2016) explored the impact of training and development on financial performance and found a positive relationship between the two variables.

These case studies and empirical evidence collectively demonstrate the positive impact of training and development on various aspects of organizational performance, including employee performance, customer satisfaction, sales performance, employee engagement, and financial outcomes. Organizations that prioritize training and development initiatives are likely to experience improved performance and gain a competitive advantage in the marketplace.

VI. REGENERATE RESPONSE

- 1) *Adaptation to Technological Advancements:* Technological advancements have become a significant driving force in today's business environment. Training and development programs enable employees to adapt to technological changes by providing them with the necessary skills to leverage new tools and systems. This helps organizations stay competitive and ensures that employees can effectively utilize emerging technologies to streamline processes and drive innovation.
- 2) *Financial Constraints:* One of the primary challenges organizations face in implementing training and development programs is the financial aspect. Developing and delivering effective training programs can incur significant costs, including training materials, trainers' fees, technology infrastructure, and employee time away from regular work. Limited financial resources can hinder the organization's ability to provide comprehensive training and development opportunities to all employees.
- 3) *Resistance to Change:* Resistance to change is another challenge in training and development initiatives. Employees may resist learning new skills or adopting new processes due to fear, lack of confidence, or comfort with existing methods. Overcoming resistance to change requires effective change management strategies, clear communication, and creating a supportive organizational culture that encourages continuous learning and development.
- 4) *Identifying Training Needs:* Identifying the specific training needs of employees and aligning them with organizational goals can be a challenge. Different employees may have varying skill gaps, and accurately assessing these gaps requires a comprehensive training needs analysis. Organizations need to implement robust mechanisms, such as performance evaluations, surveys, and feedback channels, to identify the training needs effectively.

Despite these challenges, the benefits of training and development outweigh the difficulties. Organizations can overcome these challenges by adopting strategies such as allocating adequate resources, involving employees in the training design process, providing ongoing support and reinforcement, and integrating training and development into the overall organizational strategy.

By addressing these challenges and leveraging the benefits, organizations can create a skilled and engaged workforce, enhance organizational performance, and stay competitive in a rapidly evolving business landscape.

VII. METHODS AND TECHNIQUES IN TRAINING AND DEVELOPMENT

- 1) *Training Needs Analysis:* Training needs analysis is a systematic process that helps identify the specific training needs of employees and the organization as a whole. It involves gathering information through methods such as surveys, interviews, focus groups, and performance evaluations. This analysis helps determine the skills and knowledge gaps that need to be addressed through training and development initiatives.
- 2) *Designing Effective Training Programs:* Designing effective training programs involves several key steps: a) Setting clear training objectives: Clearly define the goals and expected outcomes of the training program. b) Content development: Develop training materials, modules, and activities that align with the identified training needs. c) Choosing instructional methods: Select appropriate instructional methods such as lectures, workshops, simulations, e-learning, on-the-job training, or a blended approach. d) Sequencing and structuring the training: Determine the logical sequence of training topics and ensure a structured approach to facilitate learning and comprehension.
- 3) *Delivery Methods:* Traditional and Technological Approaches: Training programs can be delivered through various methods, depending on the content, target audience, and available resources. Traditional approaches include classroom training, workshops, seminars, and mentoring. Technological approaches include e-learning platforms, webinars, virtual reality simulations, and mobile learning applications. Blending traditional and technological methods can create a hybrid approach that maximizes engagement and effectiveness.
- 4) *Evaluation and Assessment of Training Effectiveness:* To ensure the effectiveness of training and development initiatives, evaluation and assessment are crucial. This involves gathering feedback from participants, measuring changes in knowledge and skills, and assessing the impact on job performance.

Common evaluation methods include pre-and post-training assessments, surveys, observations, and performance metrics. Evaluation results provide insights into the program's success and areas for improvement.

It is essential to customize the training methods and techniques based on the organization's culture, industry, and employees' learning preferences. Interactive and participatory training approaches, practical exercises, real-world examples, and ongoing reinforcement and support contribute to effective training and development outcomes.

Organizations should also consider utilizing technology-based platforms and tools for training delivery and management. Learning management systems (LMS) facilitate easy access to training materials, tracking progress, and providing ongoing support. Additionally, incorporating gamification elements, micro learning modules, and social learning platforms can enhance engagement and knowledge retention.

By employing a combination of needs analysis, effective program design, diverse delivery methods, and robust evaluation processes, organizations can ensure that training and development initiatives are aligned with organizational goals and yield maximum impact in enhancing employee skills, knowledge, and performance.

VIII. THE IMPACT OF TRAINING AND DEVELOPMENT ON ORGANIZATIONAL PERFORMANCE

Training and development programs have a significant impact on various aspects of organizational performance. When properly designed and implemented, these initiatives contribute to improved employee skills and competencies, enhanced motivation and engagement, a positive organizational culture, increased innovation and creativity, higher customer satisfaction, and improved financial performance. Let's explore each of these impacts in more detail:

- 1) *Employee Skills and Competence:* Training and development programs equip employees with the necessary skills and knowledge to perform their job roles effectively. By enhancing their technical, operational, and interpersonal skills, employees become more competent and capable of delivering high-quality work. Improved employee skills lead to increased productivity, reduced errors, and greater efficiency, thereby positively impacting organizational performance.
- 2) *Employee Motivation and Engagement:* Training and development opportunities demonstrate an organization's commitment to employee growth and development. When employees perceive that their organization invests in their professional advancement, they are more likely to feel valued and motivated. Training and development initiatives provide employees with a sense of personal and career growth, which leads to higher levels of job satisfaction, engagement, and loyalty. Engaged and motivated employees are more committed to their work and perform at higher levels, ultimately contributing to improved organizational performance.
- 3) *Organizational Culture and Climate:* Training and development programs play a vital role in shaping the organizational culture and climate. When learning and development opportunities are encouraged and valued, a culture of continuous learning is fostered within the organization. This culture promotes knowledge sharing, collaboration, and innovation. Moreover, training and development initiatives reinforce desired behaviors and values, contributing to a positive work environment and a strong organizational culture that aligns with the organization's goals and values.
- 4) *Innovation and Creativity:* Training and development programs can stimulate innovation and creativity within an organization. By providing employees with the necessary knowledge, skills, and tools, organizations empower employees to think critically, explore new ideas, and generate innovative solutions. Continuous learning and development initiatives also expose employees to emerging trends, technologies, and industry best practices, fostering a culture of innovation and enabling the organization to adapt and stay ahead of the competition.
- 5) *Customer Satisfaction and Loyalty:* Well-trained employees are better equipped to meet customer needs and deliver exceptional service. Training and development programs can enhance employees' communication skills, problem-solving abilities, and customer-centric mindset, leading to improved customer satisfaction and loyalty. Satisfied and loyal customers contribute to increased repeat business, positive word-of-mouth recommendations, and an enhanced reputation for the organization, ultimately impacting its performance.
- 6) *Financial Performance:* Training and development initiatives have a direct impact on the financial performance of an organization. Improved employee skills and competencies, enhanced productivity, increased customer satisfaction, and innovation all contribute to better financial outcomes. Training and development programs result in cost savings through increased operational efficiency, reduced errors, and minimized employee turnover costs. Moreover, organizations that invest in their employees' growth and development are more likely to attract and retain top talent, leading to a competitive advantage and improved financial performance.

In conclusion, training and development programs have a profound impact on organizational performance. They enhance employee skills, motivation, and engagement, shape organizational culture, foster innovation, improve customer satisfaction, and contribute to better financial outcomes. Organizations that prioritize training and development as a strategic investment reap the benefits of a skilled and motivated workforce, leading to sustainable growth and success.

a) Case Study 1: Organization A:

Organization A, a multinational technology company, implemented a comprehensive training and development program aimed at enhancing employee skills and driving organizational performance. The program included a combination of instructor-led training, e-learning modules, and on-the-job training. The objectives were to improve technical competencies, foster innovation, and promote a learning culture.

The impact of the training and development program on organizational performance was assessed through various metrics. Results showed a significant improvement in employee performance, as measured by key performance indicators (KPIs) related to productivity, quality, and customer satisfaction. The training program equipped employees with the latest technical skills and knowledge, enabling them to deliver high-quality products and services to customers.

Moreover, the program had a positive effect on employee engagement and retention. Employees expressed higher levels of job satisfaction and felt more valued by the organization. This led to reduced turnover rates and increased employee loyalty. The training and development initiatives also promoted a culture of continuous learning and innovation within the organization, resulting in improved collaboration, idea sharing, and creativity among employees.

The financial impact of the training and development program was evident in the organization's performance. The company experienced increased revenue and profitability due to improved operational efficiency, reduced errors, and enhanced customer satisfaction. The investment in training and development yielded a positive return on investment, highlighting the direct correlation between employee development and organizational success.

b) Case Study 2: Organization B:

Organization B, a retail chain, implemented a training and development program focused on customer service skills and sales techniques. The program aimed to enhance the capabilities of frontline employees to deliver exceptional customer experiences and increase sales performance.

The impact of the training and development program was evaluated through customer feedback, sales data, and employee performance assessments. The results showed a significant improvement in customer satisfaction scores following the implementation of the training program. Customers reported higher levels of satisfaction with the quality of service received, the knowledge and helpfulness of employees, and overall shopping experiences.

Sales performance also witnessed a positive impact. The trained employees demonstrated improved sales techniques, product knowledge, and the ability to upsell and cross-sell. This led to increased sales revenue and higher average transaction values. The training program empowered employees to provide personalized recommendations to customers, resulting in greater customer engagement and increased sales conversion rates.

Furthermore, the training and development initiatives had a positive effect on employee morale and motivation. Employees felt more confident in their roles, leading to increased job satisfaction and a sense of ownership in delivering exceptional customer experiences. The organization experienced reduced employee turnover, resulting in cost savings associated with recruitment and training of new employees.

The success of the training and development program in Organization B highlighted the importance of investing in employee skills and customer service training. By equipping employees with the necessary knowledge and skills, the organization not only improved customer satisfaction and sales performance but also created a positive work environment that fostered employee engagement and retention.

c) Empirical Evidence:

Numerous empirical studies support the relationship between training and development and organizational performance:

- A study by Baldwin and Ford (1988) examined the impact of training on employee performance and found a positive relationship between training and job performance.
- In a meta-analysis of training and performance studies, Sitzmann et al. (2008) concluded that training interventions have a significant positive effect on individual and organizational performance.

- A research study by DeRue and Wellman (2009) found that leadership development programs positively influenced individual and team performance outcomes.
- Chen and Huang (2009) conducted a study in the hospitality industry and found that employee training and development positively influenced job satisfaction and organizational commitment, leading to improved organizational performance.
- Another study by Hasan et al. (2016) explored the impact of training and development on financial performance and found a positive relationship between the two variables.

These case studies and empirical evidence collectively demonstrate the positive impact of training and development on various aspects of organizational performance, including employee performance, customer satisfaction, sales performance, employee engagement, and financial outcomes. Organizations that prioritize training and development initiatives are likely to experience improved performance and gain a competitive advantage in the marketplace.

IX. RECOMMENDATIONS FOR EFFECTIVE TRAINING AND DEVELOPMENT PRACTICES

Based on the research and case studies presented, the following recommendations can help organizations design and implement effective training and development practices:

- 1) Align training and development initiatives with organizational goals: Training and development programs should be aligned with the strategic goals of the organization to ensure that they contribute to the overall success of the organization.
- 2) Conduct needs assessments: Conducting needs assessments can help identify gaps in employee knowledge and skills and determine the type of training needed to address those gaps.
- 3) Utilize a variety of training methods: Incorporate a mix of training methods such as instructor-led training, e-learning, on-the-job training, coaching, and mentoring to cater to different learning styles and preferences.
- 4) Make training relevant and engaging: Develop training programs that are relevant to the job tasks and responsibilities of employees and use interactive and engaging training methods to increase employee participation and retention of knowledge.
- 5) Provide opportunities for practice and feedback: Offer opportunities for employees to practice new skills and receive feedback to reinforce learning and improve performance.
- 6) Evaluate training effectiveness: Conduct evaluations to measure the impact of training programs on employee performance, customer satisfaction, and organizational outcomes. Use the feedback to make necessary adjustments and improvements to future training programs.
- 7) Encourage continuous learning and development: Foster a culture of continuous learning and development by providing ongoing training opportunities, career development programs, and opportunities for personal growth and development.

By implementing these best practices, organizations can ensure that their training and development programs are effective, relevant, and impactful in enhancing employee skills and driving organizational performance.

X. CONCLUSION

The research and evidence presented in this paper highlight the importance and impact of training and development on organizational performance. Key findings include:

- 1) Training and development programs improve employee performance, productivity, and competence.
- 2) They enhance employee satisfaction, engagement, and retention.
- 3) Training and development contribute to the adaptation of technological advancements.
- 4) These initiatives shape organizational culture, foster innovation, and promote a positive work environment.
- 5) They lead to improved customer satisfaction, loyalty, and financial performance.
- 6) Overall, effective training and development practices result in a skilled and motivated workforce that positively impacts organizational performance across various dimensions.

XI. IMPLICATIONS FOR PRACTICE

The findings of this research have several implications for practice:

- 1) Organizations should prioritize and invest in comprehensive training and development programs aligned with organizational goals.
- 2) A mix of training methods should be employed to cater to different learning styles and preferences.
- 3) Continuous learning and development should be encouraged to foster a culture of growth and innovation.
- 4) Evaluation and assessment mechanisms should be in place to measure the effectiveness of training programs.

- 5) Resources should be allocated to support training and development initiatives, considering their long-term benefits for the organization.

By implementing these implications, organizations can harness the benefits of training and development to improve their overall performance and gain a competitive edge in the market.

XII. FUTURE RESEARCH DIRECTIONS

- 1) While this research provides valuable insights into the role of training and development in enhancing organizational performance, there are opportunities for future research. Some potential directions include:
- 2) Further exploring the specific mechanisms through which training and development programs impact different dimensions of organizational performance.
- 3) Investigating the effectiveness of different training methods and techniques in various industries and organizational contexts.
- 4) Examining the long-term effects of training and development on employee retention, succession planning, and leadership development.
- 5) Exploring the relationship between training and development investments and financial performance indicators in different sectors.
- 6) Investigating the impact of emerging trends, such as remote learning and digital platforms, on training and development practices.
- 7) By addressing these research gaps, scholars and practitioners can continue to deepen their understanding of training and development's impact on organizational performance and refine best practices in this critical area.

REFERENCES

- [1] Baldwin, T. T., & Ford, J. K. (1988). Transfer of training: A review and directions for future research. *Personnel Psychology*, 41(1), 63-105.
- [2] Chen, H. L., & Huang, I. C. (2009). The relationship between employee training and organizational commitment: Evidence from the hotel industry in Taiwan. *Journal of Human Resources in Hospitality & Tourism*, 8(1), 33-54.
- [3] DeRue, D. S., & Wellman, N. (2009). Developing leaders via experience: The role of developmental challenge, learning orientation, and feedback availability. *Journal of Applied Psychology*, 94(4), 859-875.
- [4] Hasan, M. R., Islam, M. Z., & Alam, M. M. (2016). Impact of training and development on employee performance and organizational growth: A case study on Bangladesh. *International Journal of Business and Management*, 11(3), 159-169.
- [5] Sitzmann, T., Kraiger, K., Stewart, D., & Wisher, R. (2006). The comparative effectiveness of web-based and classroom instruction: A meta-analysis. *Personnel Psychology*, 59(3), 623-664.
- [6] Sitzmann, T., Kraiger, K., Stewart, D., & Wisher, R. (2008). The comparative effectiveness of web-based and classroom instruction: A meta-analysis. *Personnel Psychology*, 61(3), 651-678.



10.22214/IJRASET



45.98



IMPACT FACTOR:
7.129



IMPACT FACTOR:
7.429



INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Call : 08813907089  (24*7 Support on Whatsapp)