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Impact of training and development on employee performance on restaurant industry in Bangladesh

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Abstract

The success or failure of modern business organizations depends on the quality of their human resources. Well trained and highly developed employees are considered as corner stone for such success. Hence the purpose of this study was to determine the impact of training and development programs on employee performance. The research work of this study has been divided into three parts. The first part gives a literature review of the work done by researchers in the past to elaborate the importance of training and development programs. Besides this, the scope of this study, methodology used in research and core research objectives have been stated under this section.

The second part emphasizes on different training models and structures designed and used around the world during training and development programs. Research questions have been discussed in more detail to develop an understanding of a general training process, from the requirements of training to its execution and results.

The last part is the empirical case study of the subject organization to collect the data and analyze it. The Correlation analysis, Percentage Distribution analysis and Hypothesis has been employed in the statistical analysis of data obtained through a survey done in SPSS.

The research reveal that training and development is unquestionably necessary especially for the unskilled and less experienced employees. Training methods and tools utilized by the company were very effective as these tools have a positive impact on the employee's job performance and also helped them to enhance and improve their skills and job efficiency. The company is also making further improvements in the training programs to increase the effectiveness of the training.

Keywords: Training and Development; Employee Training; Human Resource Development; Data Analyses; Performance Efficiency

1. Introduction

Training is increasingly important for companies looking to develop themselves and compete with other companies. There has been a long debate among scholars and practitioners upon the effect of training in both employees and organizational goals. It is always a mutually beneficial process for both. One school holds that training leads to an increase in turnover, while the other believes that training is just a tool that can lead to higher levels of employee

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retention (Becker 2022). Regardless of these two arguments, most professionals agree that employee training is a complex HR practice that can significantly effect on the success of a company.

Trainings could be costly and can affect the overall finances of a company but the return for this cost is much more than they invest. At the same time employee turnover plays a part in budgeting a training program. If an employee resigns or terminates after the completion of training, a company will lose all its investment. The agenda, budget, and the results, all are key factors, which should be considered while designing a training program (Colarelli 2015).

The training industry has shown growth through the different eras. As soon as the companies realized its importance, their investments in the training industry as a whole have been increased. Around 10% of the company assets has been given in wages and salaries of the trainers and 5% spent on tuition reimbursement (Frazis (H. G.) 2022). In the current century it becomes more imperative for employers to understand the impact that training has on their organization. In return it is equally beneficial for the employees as it increases their understanding to the tasks and required skills for fulfilling it (Frazis (H. S.2025).

1.1. Background

Rapid changes in information technology have generated a high pace of knowledge spreading. The development in Human Resource methods and processes has been an ongoing process since 1900 AD. Since the immaterial knowledge has been doubled between the period of 1900 to 1950, and it is getting double now every 5 to 8 years, all of us need to keep our knowledge updated to keep up with the changes. The same has been the case with evolution in Human Resource Management (Przulj 2020).

Despite the fact that alternative perspectives regarding the limited contribution of HRM have been suggested, a positive relationship between the development of HRM as a strategic ally and company performance has been shown (Huselid 2021). The emerging era of HRM from 1980's focused on specialized trainings and divided them into different categories. A lot of academic and institutional research has been done since the start on this era to elaborate the key factors of training and importance of human capital. Over the past 10 or 15 years, numerous theoreticians have argued that the human resources of the firm are potentially the sole source of sustainable competitive advantage for organizations.

They argue that all current approaches to SHRM research are strategic in nature and focus on the relationship between the joint systems of Human Resource Management policies and practices and organizational performance. This awareness contrast with the previous research, which was concerned primarily with the personal practices of Human Resource Management and its contributions to the variance of an organization and its levels.

Scope of the study

The scope of the study is to identify the change and development in employee performance after training. The most important factor is to check if the training conducted was intelligently identified through TNA - training need analysis.

The quality of TNA defines the scope of training required and so codes the training outcome.

Purpose of the Study

The main purpose of this study was to investigate the impact of training and development on employee performance and productivity in private organizations.

Objectives of the Research

More specifically, the objectives were stated to:

- Determine the impact of training on employee's performance and productivity
- Determine the impact of development on employee's performance and productivity
- Explore different methods of training and development that affect employee's performance and productivity

Recommend well-structured training process that can be used to improve the training and development

2. Literature review

2.1. Human Resource Management and HR Cycle

Human resource management (HRM) is the function within an organization that helps managers to recruit, select, train, and develop members for an organization. (Shivarudrappa et al. 2010a, p. 5). It is the management function that deals with issues such as compensation, hiring, performance management, organization growth, safety, wellness, benefits, employee incentive, communication, administration, and training. HRM is also an advanced approach to managing people and the workplace culture and environment. Efficient HRM assists workers to play their role effectively and efficiently to the overall company direction and the achievement of the organization's goals and objectives.

The skills, knowledge and abilities of employees are the guarantee of an organization success or failure in today's competitive environment. There are many super performer companies like Glaxo Smith Kline, Beecham, Ranbaxy, Infosys etc. and poor performers such as Mysore, Lamps, NGEF and the like. The super performance or under performance generally depends on the quality of human asset in the organizations.

2.1.1. Recruitment

The first step in any HR management is recruitment. First, you have to hire human resource capital to utilize it for your organizational goals. Once you have the human capital, then you can train and develop it according to the demands of organization.

The factors forecasting manpower planning requirements are

- Projected turnover
- Quality and nature of your employees.
- What you see as the changing need of your organization
- The financial resources available to your organization

Two basic techniques used worldwide to assess the number of recruits organization need:

2.1.2. Trend analysis

Study of firms past employment needs over a period of time to predict the future needs

2.1.3. Ratio analysis

A forecasting technique to determine future staff needs by using ratios between turnover and number of employees

Companies use different kind of recruitment sources depending upon the available money and their own ease. Some common recruitment sources are, advertisements, newspapers, web job portals, college recruitment, and recruitment agents.

2.1.4. Retention

Retention is the second building block in HR cycle and the most concerned to this research work, which deals with the training and development of employees. Training focuses on specific job knowledge and skills to be applied in the short run, while the HR development focuses on broad knowledge and insights that may be required for adaptation to the environmental demands in future.

The phenomenon of employee training and development can be understood well after looking into the changes that take place in learning process. Employee training and development is a broader strategic context of human resource management. Retention is always necessary to keep up the pace with the changing and fast-growing environment of organizations and their business. They need to create new knowledge, methods, and skills rather than utilizing the existing one (Vemic 2022). The whole idea of employee training has been beautifully summed up by Denis Diderot, a French philosopher from the era of enlightenment "Education should not be finished when an individual leaves school, it should encompass all the ages of life, which provide them the possibility to maintain their knowledge" (Vemic 2022).

2.2. Training Process

A general training process is based on three to four blocks, which include: training need analysis, training objectives, conducting training, and training evaluation.

2.2.1. Training need analysis

Training need analysis is necessary to determine the training needs of a person or a specific job. What are the practical needs, why a person needs training? It is not about the sake of gaining knowledge but knowledge to the needs, to create innovation and competitive advantage, which can be applied to a practical job. The starting point for all the training is the needs analysis. The primary objective of all training is to improve individual and organizational performance. Establishing a needs analysis is and should always be the first step of the training process. (Infande, 2015)

2.2.2. Developing and conducting training

This part of the training process addresses the techniques and methods by which training is carried out. Training objectives, timeline and budget are allocated, and training is delivered through specified methods and road map. (Infande, 2015)

2.2.3. Training evaluation

This is the most critical part of training process, which focuses on the results obtained after training. The basic purpose is to analyze the aftereffects of training and determine whether the required or set goals have been obtained or not. It measures the reaction, participant's feedback, trainer's feedback, learning behavior and results of a training. (Infande 2015)

2.3. Methods of Training

There are several methods of training used in business. Even within one organization different methods are used for training different people. These methods can be categorized into cognitive and behavioral methods. Cognitive methods of training are mainly used to offer theoretical knowledge. It provides trainees issues such as how to do something, concepts of something, written information, etc. These methods are best for knowledge development. (Zhan 2005)

2.4. Discussion on research questions

2.4.1. Models of training effectiveness

Training effectiveness means the outcomes of training. It is not an easy task to measure effectiveness of some training. Kirkpatrick was the first person to come up with a model for training evaluation (Kirkpatrick 2020). The first way is the reaction criteria, which means the attitudinal reaction of the employees to a specific training program. The second model is learning criteria, which evaluates the level of trainees, which have been acquired by them during training. This is the actual measure of the effect of a training program on employees. Third level of evaluation is behavior criteria and which evaluates the extent of application of training in the behavior and performance of trainees following a training program. Fourth model is the analysis of results, how far the organization has been successful in the accomplishment of their goal set prior to a training, e.g. sales or profit (Noe 2021).

Noe also puts forward a training motivation model. Trainees will be more motivated during a training program if they consider that high efforts will lead to high performance in training. Higher performance will lead to higher job performance. Higher job performance is the key to attain desired outcomes from a job. This model is all about motivation as motivation itself is a big factor, which affects the training performance and its outcomes. (Noe 2021.)

2.4.2. Factors affecting training

There are a lot of factors, which affect the training itself, ranging from environment, supervisors and instructors, content of the training and how it is conducted. These factors can be elaborated and well understood by listing them with their pros and cons.

2.4.3. Personal Factors

Factors encircling persons involved in training are personal factors. Whenever the humans are involved in some kind of exercise, or practice, they always affect the environment or process they are going through. The same is the case with employee trainings. As it is a process of transferring skills and technologies from the professional trainers to the new employee learning those skills. The two major parties are of course employees themselves who are seeking training and

the second is the trainer or a staff member who delivers training. Officials who arrange training and provide resources for it can be counted as a third party, as they are responsible for the pre-arrangements and post quality evaluation of training (Birdi 2005).

2.4.4. Human resource policy

This factor has been illustrated by Haywood and based upon the policy designed by HR for a training program. According to him too many training programs affect the main purpose of training, which is skill development, and behavior change (Haywood 2022).

2.4.5. Organizational factors

Everything is affected by its surrounding and environment, so as the training programmers. Birdi claimed that lack of managerial support could limit the impact of creativity training. Unfavorable environments affect the training effectiveness. (Birdi 2015.)

2.4.6. Other factors

Fischer and Ronald come with the idea that open mindedness is also a factor in training effectiveness. It has been claimed that training will be as much successful as the trainees and the trainers are open minded (Fischer 2011). Driskell stated that type of training conducted, training content and trainee expertise also affect the outcomes of training. Success is dependent on the way training has been conducted by the trainer and its content (Driskell 2011).

3. Research Questions

Literature review suggests that training and development has a positive impact on employee performance and motivation. But the link between training and the employee designation, education, gender, professional experience is still unclear. The following further research questions are formulated for the study:

- What is the impact of training on overall employee performance?
- How the impact of training varies with the employee age?
- What is the impact of training on different employees belonging to various departments?
- What is the impact of training on different employee according to their working designations?
- How the impact of training varies with the educational background of employees?
- What is the impact of training on employees with different professional experience?

3.1. Hypothesis

Hypothesis development is very important because acceptance and the rejection of hypothesis show the significance of the study. On the basis of literature review and the above theoretical framework the hypotheses of this study are taken as follows:

- **H1:** "There is a significant relationship between employees training and employee's performance".
- **H2:** "There is a significant relationship between employees' development and employees' performance".
- **H3:** "There is a significant relationship between employees training and development and employees' performance".
- **H4:** "There is a significant relationship between employees training and productivity".
- **H5:** "There is a significant relationship between employees' development and productivity".
- **H6:** "There is a significant relationship between employees training and development and productivity".

4. Methodology

This chapter describes the sample size, data collection and data analysis methods employed in the study. The research strategy is the case study approach.

4.1. Research Design

In the research world several types of techniques are used for data analysis. These include quantitative analysis and qualitative analysis. I used the basic quantitative analysis in my study. Methods I employed to analyze the results are frequency distribution and histograms trend. These methods are highly useful in conducting basic questionnaire

research analysis. Frequency distribution shows the repetition of certain factor (Hill 2012). SPSS software package is employed to carry out the quantitative analysis.

The basic research approach of this approach is the deductive research approach. This means that the already existing theory an empirical finding was tested. The purpose was to check whether widely accepted empirical findings are also applicable on the case company or not.

This study utilized the survey research design method and quantitative approach is used. For this purpose, structured questionnaires were used as the survey instrument. The quantitative research is that which tries to find answer to a question through analysis of quantitative data, i.e., the data shown in figures and numbers. Quantitative research gives the research the opportunities to interact and gather data directly from their research participants to understand a phenomenon from their perspectives. In this case the logic of using this approach is to maintain real life references and phenomena regarding the impact of employees training and development on employee's performance and productivity. In addition to that the chosen method is known for its economies in terms of time and resources. Finally, the employment of quantitative approach is compatible with the study problems and its questions; and it enables the current study to reach and collect empirical evidence from a wider group of population

4.2. Data Source and Data Collection

Different types of restaurants especially café types of Dhaka have been taken as a sample for this study. This study covers the restaurant and hospitality sector. A semi-structured questionnaire was distributed randomly among the employees of the different restaurants. In order to minimize biasness, random sampling technique was adopted. All the employees from managerial to the lower staff were asked to fill the questionnaires. A total of 100 responses was collected from all the employees.

Primary data was collected for this study. The modified version of questionnaire from the study of Nassazi was adopted (Nassazi 2013). It consists of 18 questions. Respondents who had difficulties in understanding English were also provided the translated versions of questionnaire in Bangla language. Appendix 1 consists of the questionnaire used in the analysis. Most of the respondents were cooperative and willing to answer the questionnaire. The confidentiality of the answers of all the respondents was ensured. Before distributing the questionnaires, the objective of the research was briefly explained to the respondents, so that they should be aware of basic purpose of the research. The given time to fill the questionnaires was 15-20 minutes.

4.3. Questionnaire and its structure

Nassazi (2013) designed the questionnaire in their study to test the impact of training on employee performance, so the modified version of the questionnaire was used. Please go to Appendix 1 for the questionnaire.

Questionnaire consists of two sections and total of 19 questions. The first section captures the sample characteristics. Sample characteristics include age, gender, marital status, education, professional designation etc. The second section captures to study the modes of training programs and its effectiveness an employee performance.

5. Results

5.1. Sample Characteristics

This section will briefly present the basic characteristics of the sample. Table 1 below shows the gender distribution of the sample of 100 respondents. Results show that 79% of the respondents are male while females accounts for 21%. This shows that most of the workers, working in the restaurant industry of are males. This is a normal gender distribution in culturally and religious countries such as Bangladesh where males are mostly breadwinners for their families.

Table 1 Gender

	Frequency		Percent	Valid	Cumulative
				Percent	Percent
	Female	21	21.0	21.0	21.0
Valid	Male	79	79.0	79.0	100.0
	Total	100	100.0	100.0	

5.1.1. Age of respondents

Further analysis shows that most of the respondents belong to the age bracket of 26-35 years, which consists of 56% of the respondents. Second highest age bracket of the respondents is 18 - 25 years which accounts for 20% of the respondents. This further reveals that most of the respondents in this research are young people. Therefore 76% of the respondents are less than 35 years old in the total sample. The least number of respondents is in age bracket of 55 or above, which is only 2%. This indicates that most of the employees are young and energetic people.

Table 2 Age

	Frequency		Percent	Valid	Cumulative
				Percent	Percent
	18-25	20	20.0	20.0	20.0
	26-35	56	56.0	56.0	76.0
	36-45	17	17.0	17.0	93.0
Valid	46-55	5	5.0	5.0	98.0
	55 or	2	2.0	2.0	100.0
	Above				
	Total	100	100.0	100.0	

Furthermore, it is revealed that most of the respondents included in the survey were single people, which is 64% of people. This supports the above analysis that since most of the people in my sample were young people, therefore they are also single. Married people account for 34% people

Table 3 Marital Status

		Freque	Percent	Valid	Cumulative
		ncy		Percent	Percent
	Married	34	34.0	34.0	34.0
Valid	Other	2	2.0	2.0	36.0
	Single	64	64.0	64.0	100.0
	Total	100	100.0	100.0	

5.1.2. Working position

Department wise analysis indicates that most of the workers are employed in the Hall Service, which consists of 40% workers. Second highest proportion of workers is employed in the Kitchen, which is composed of 24% workers. The efficiency and effectiveness of workers belonging to these two sectors is of maximum importance for the success and profitability of the restaurant business. The reason behind is that workers belonging to these two sectors have the direct customer dealing and making the food. The least number of employees is working in customer service sector, which are mostly working on the reception and cash, and has the least amount of responsibility.

Table 4 Department

Frequency		Percent	Valid		Cumulative
				Percent	Percent
	Cleaning	16	16.0	16.0	16.0
	Customer Service	8	8.0	8.0	24.0
Valid	Hall Service	40	40.0	40.0	64.0
	Kitchen	24	24.0	24.0	88.0
	Management	12	12.0	12.0	100.0
	Total	100	100.0	100.0	

5.1.3. Designation

The maximum numbers of employees are working as a Waiter, which is 32% of the employees. Waiters are responsible for facing the customers, order taking, knowing the customer behavior and demand. They are the main front or the main face of the restaurant. Second highest employees are represented as Cleaners and Kitchen Helpers, which each account for 16% of the employees of my sample size. Generally, employees from all these 3 sectors are considered lowest paid and lowest educated people, but the contribution of these people in the success of a restaurant is the highest. Only 4% of the people in our sample are Managers of the restaurant.

Table 5 Designation

	Freque ncy	Percent	Valid	Cumulative
			Percent	Percent
Assistant Manager	8	8.0	8.0	8.0
Chef	8	8.0	8.0	16.0
Cleaners	16	16.0	16.0	32.0
Head Waiter	8	8.0	8.0	40.0
Valid Kitchen Helper	16	16.0	16.0	56.0
Manager	4	4.0	4.0	60.0
Reception and Cash	8	8.0	8.0	68.0
Waiter	32	32.0	32.0	100.0
Total	100	100.0	100.0	

5.1.4. Education

Education wise comparison supports the point that most of the employees belong to the lowest in hierarchy. Maximum numbers of employees have the lowest education, which is 52% of the workers having education less than Secondary or Higher Secondary School. On the other hand, 19% of the respondents are graduates of Primary School. These figures reveal that most of the workers are unskilled and least educated; therefore, providing them the adequate training in order to equip them the necessary skills is highly crucial for the success of the restaurant. Furthermore 20% of the respondents have at least some diplomas while 9% have Masters or Bachelor's degree. Apparently, most of the workers with such high qualification are working as Chefs or Assistant Managers.

Table 6 Education

	Frequency		Percent	Valid	Cumulative
				Percent	Percent
	Bachelor or Master Degree	9	9.0	9.0	9.0
	Primary School	19	19.0	19.0	28.0
Valid	Secondary or Higher Secondary School	52	52.0	52.0	80.0
	Some Diploma	20	20.0	20.0	100.0
	Total	100	100.0	100.0	

The Chart of year of work experience reveal that most of the respondents have the least amount of work experience, which is only 0-5 years and consists of 66% of the respondents. These figures further indicate that these people are not very skilled and highly educated. Therefore, training and development of these people is inevitable for the company, if it wants to stay competitive and profitable. Furthermore, these figures also suggest that the company has huge employee turnover ratio. The percentage of respondents having experience between 10-15 years is just 12%. I believe that most of them might be Chefs or Assistant Managers.

Table 7 Years of service

	Frequency		Percent	Valid	Cumulative
				Percent	Percent
	0-5 years	66	66.0	66.0	66.0
	10-15 years	12	12.0	12.0	78.0
	15-20 years	3	3.0	3.0	81.0
Valid	20 or more years	3	3.0	3.0	84.0
	5-10 years	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

5.2. Correlation Analysis

Correlation analysis gives the idea on the extent to which the dependence of certain factors such as gender, age, marital status, department, designation, education and years of service with other training and performance related variables. To check this impact, the correlation analysis was carried out.

Table 8 The result of the correlation analysis

Variables	Unstandardized		Standardized	t	Sig.
		Coefficients	Coefficients		
	Beta	Std. Error	Beta		
Constant	0.218	0.292	0.408	3.511	0.001
Training	0.609	0.083	0.571	6.241	0.049
Development	0.524	0.069	0.556	5.881	0.039
Training and Development	0.585	0.058	0.587	4.426	0.042

Table 8 above shows the relationship between training, development, training and development, and productivity. The results depict that productivity will be 0.218, unit increase in training would lead to increase in productivity by 0.609

units, a unit increase in development would lead to increase in productivity by 0.524 units, a unit increase in training and development would lead to increase in productivity by 0.585 units. Training had the greatest effect on productivity, followed by training and development. Development had reasonable effect on productivity. At 5% level of significance and 95% level of confidence, training had 0.049 level of significance. training and development had 0.042 level of significance, and finally development had 0.039 level of significance. Hence the sequence of the most significant factors is training, followed by training and development and then development. All these variables were found significant and had positive impact on productivity.

5.2.1. Impact of age

Results show that employee age and service years (professional experience) play a crucial role in the training impact and training perception among employees. Correlations show that as the age of the employee increases the effectiveness of training in improving the employee performance decreases as most of the studied variables correlate very well with age of the respondent. This shows that younger employees are much interested to learn and are flexible in welcoming the change in their job due to training. While on the other hand as the employee age increases, he becomes less willing to accept training and it is less likely that he wants to learn anything from the training hence training will not bring any improvement in their job-related performance. Old age employees also do not think that training will lead them to promotion while younger employee thinks otherwise. Old age employees are highly skeptical on the effects of training and thinks that training has no impact in improving employee performance and employee efficiency.

5.2.2. Impact of service years

The same trend is expected, in case if service year (professional experience) is considered in the analysis. Results again display that as the professional experience of employees increases, the likelihood of employee motivation to undergo training and effectiveness of training on employee performance decreases. Part of this trend can be linked with the above-mentioned point of age, which shows that both age and professional experience are positively correlated therefore, I get the similar results. But, if the point of "service years" or "professional experience" are analyzed separately, it can be said that perception of very experienced employee is that he thinks that he is equipped with all the needed and necessary skills for his job therefore, he does not need training.

5.2.3. Impact of marital status

Another interesting outcome of the results is the marital status of employees. It shows that married people think that training methods do not have any impact on their performance. Moreover, married people also do not believe that their work conditions support training.

No link of training and its impact on performance with education, gender, and designation were observed.

5.3. Percentage/Frequency Distribution Analysis

This section focuses on explaining the various types of training and development activities on the case company and its impact on the employee's performance. All of these responses have been recorded from the questionnaire.

5.3.1. How to be selected for the training

Chart 8 (Appendix) shows how the employees were selected for training and development purposes at the company. These answers also show the training policy of the company. In the following chart 38% of the respondents responded that training was compulsory for them while 35% were trained altogether when they joined the company. This shows that training and development is taken very seriously in the case company and most of the new employees are trained immediately. This also supports my previous findings that since most of the employees were least educated, least skilled, least experienced with high employee turnover ratio, therefore company has made training a mandatory requirement for most of the new employees. 14% of the respondents were referred on supervisor's recommendation, while only 3% of the respondents were selected on their own request.

5.3.2. The frequency of the trainings

This section answers the question how often the employees undergo training and development. The figures show that there is no specific schedule of the employee training which accounts for 42% of the respondents saying "no specific schedule", 34% respondents said that trainings are held after every two years. These figures show that trainings are not held frequently in the company. Supposedly very few trainings are held but they consist of very big number of employees. It further shows that company holds formal trainings when it recruits large number of employees, or when company realizes the large employee turnover ratio it held huge trainings for large number of its employees.

5.3.3. Training methods used

This section shows the training methods applied by the company. Most of the methods used in the training are practical methods demonstration, which is 55%. This shows that since most of the employees are unskilled, less educated and least experienced, therefore practical demonstration is considered as most appropriate choice of training method. Moreover, since most workers are hall service workers or kitchen assistants, therefore, practical demonstration is most appropriate training method for them rather than any other method. A quarter of the respondents say that lecture was the training method.

5.3.4. Impact of training method

Statistics shows the impact of the training method on the employee's skills. A substantial amount of the respondents strongly agreed with the positive impact of training, which was 35% and a large number of employees, which accounts for 58% responses answered that the applied training method had positive impact on their skills and knowledge. This shows that the company is applying the right method for training and enhancing its employee's skills. A small number of respondents, which was just 7%, were neutral.

5.3.5. Relevancy of the trainings

Numbers depicts that how relevant was the training towards the job or the job responsibilities of the employees. Overwhelming number of respondents, which is about 82% said that it was relevant while 11% said it was very relevant. This shows that 93% of the respondents think that the training was highly relevant to their jobs, so I assert that they are highly effective and useful for the employees.

5.3.6. Impact on job performance

Statistics records the impact of training on job performance. Most of the respondents (53%) agreed, while 35% respondents strongly agreed that training has a positive impact on their performance. This shows that 88% of the respondents think that training has certainly improved their skills and knowledge and certainly has positive impact on their job performance. Small portion of 8% respondents were neutral and 4% answered that training did not have any significant impact on their performance. These numbers of dissatisfaction are small, and we assert that training certainly has positive affect on employee performance

5.3.7. Job efficiency

This section tries to explain the influence of training on performance with different angle. It checks whether training has impact on employee's job efficiency. The Chart shows that 23% respondents strongly agreed while 65% agreed that training certainly has positive impact on their job efficiency. This shows that training teaches them lot of methods and techniques to do the job efficiently in less time. Only 6% of the respondents disagree.

5.3.8. Influence of working conditions

This section shows that 71% of the respondents think that their working conditions itself support training. This is also a good indicator that most of the respondents think that work conditions and environment themselves train them.

5.3.9. Influence on promotion

This below shows that 64% of the respondents Agreed and think that training will help them, while 25% respondents Strongly agreed and are highly confident that training will lead them to promotion. Only a small number of respondents which is just 8% are not sure that whether training will lead them to promotion or not. These figures are quite usual and expected. One reason might be that most of the employees who undergo training are the least educated and unskilled; therefore, they are skeptic of promotion to better job position within the case company.

5.4. Regression Analysis (Hypothesis Testing)

Regression analysis is a statistical procedure used for estimating the strength of relationships amongst the independent and dependents variables. In this study linear regression model is applied to test listed hypothesis.

Table 9 Model Summary

Model	R	R Square	Adjusted R square	Std. Error	(β) Beta	F Value	T Value	Sig Levels
(1) Training And Performance	.572	.331	.324	.956	.572	59.986	8.775	.000
(2) Development And Performance	.546	.312	.298	.919	.546	46.433	8.488	.000
(3) Training & Development And Performance	.588	.349	.336	.972	.588	62.876	9.264	.000
<i>Note:</i> The beta column indicates the value of standardized regression coefficient. Beta represents the effect that standard deviation difference in the independent variable would have on the dependent variable in standard deviation (the standardized scores of the dependent variable).								

5.4.1. Model (1)

The value of R Square implies that 33% variation in the dependent variable (performance) is because of independent variable (training). The value of F (59) implies that the model possesses significant overall strength. This ensures the correctness of the model. On the basis of Beta coefficients, the model implies that training causes 57% positive variation in employee's performance, $t = 8.775$ and also $p < 0.001$). So, H_0 which declares that "There is not a significance relationship between employees training and employee's performance " is rejected and H_1 which declares that "There is a significant relationship between employees training and employee's performance " is accepted.

5.4.2. Model (2)

The value of R Square implies that 31% variation in the dependent variable (performance) is because of independent variable (development). The value of F (54) implies that the model possesses significant overall strength. This ensures the correctness of the model. On the basis of Beta coefficients, the model implies that training causes 54% positive variation in employee's performance, $t = 8.488$ and also $p < 0.001$). So, H_0 which declares that "There is not a significance relationship between employees' development and employee's performance " is rejected and H_2 which declares that "There is a significant relationship between employees' development and employee's performance " is accepted.

5.4.3. Model (3)

The value of R Square implies that 34% variation in the dependent variable (performance) is because of independent variable (training and development). The value of F (62) implies that the model possesses significant overall strength. This ensures the correctness of the model. On the basis of Beta coefficients, the model implies that training and development causes 58% positive variation in employees' performance, $t = 9.264$ and also $p < 0.001$). So, H_0 which declares that "There is not a significance relationship between employees training and development and employees' performance " is rejected and H_3 which declares that "There is a significant relationship between employees training and development and employees' performance " is accepted.

5.4.4. Training, Development, Training and Development and Productivity

Table 10 Model Summary for Training, Development, Training and Development and Productivity

Model	R	R Square	Adjusted R square	Std. Error	(β) Beta	F Value	T Value	Sig Levels
(4) Training And Productivity	.571	.329	.313	.947	.571	58.986	8.724	.000
(5) Development And Productivity	.556	.327	.309	.923	.556	49.433	8.635	.000
(6) Training & Development And Productivity	.587	.345	.338	.968	.587	61.776	9.164	.000

Note: The beta column indicates the value of standardized regression coefficient. Beta represents the effect that standard deviation difference in the independent variable would have on the dependent variable in standard deviation (the standardized scores of the dependent variable).

5.4.5. Model (4)

The value of R Square implies that 32% variation in the dependent variable (productivity) is because of independent variable (training). The value of F (58) implies that the

model possesses significant overall strength. This ensures the correctness of the model. On the basis of Beta coefficients, the model implies that training causes 57% positive variation in productivity, $t=8.724$ and also $p<0.001$). So, H_0 which declares that "There is not a significance relationship between employees training and productivity" is rejected and H_4 which declares that "There is a significant relationship between employees training and productivity" is accepted.

5.4.6. Model (5)

The value of R Square implies that 32% variation in the dependent variable (productivity) is because of independent variable (development). The value of F (49) implies that the model possesses significant overall strength. This ensures the correctness of the model. On the basis of Beta coefficients, the model implies that development causes 55% positive variation in productivity, $t=8.635$ and also $p<0.001$). So, H_0 which declares that "There is not a significance relationship between development and productivity" is rejected and H_5 which declares that "There is a significant relationship between development and productivity" is accepted.

5.4.7. Model (6)

The value of R Square implies that 34% variation in the dependent variable (productivity) is because of independent variable (training and development). The value of F (61) implies that the model possesses significant overall strength. This ensures the correctness of the model. On the basis of Beta coefficients, the model implies that training and development causes 58% positive variation in productivity, $t=9.164$ and also $p<0.001$). So, H_0 which declares that "There is not a significance relationship between training and development and productivity" is rejected and H_6 which declares that "There is a significant relationship between training and development and productivity" is accepted.

6. Discussion of Findings

The aim of the study was to examine the influence of training and human resource development on employee performance. The restaurants were based in Dhaka, Bangladesh. Basic quantitative analysis was conducted in the research. The sample size was 100 respondent's questionnaires. The Correlation analysis and Percentage Distribution analysis have been employed in the statistical analysis of results. Most of the respondents through their answers confirmed the important role of training and development on their performance and productivity. According to

responses training and development methods and activities brought new potentials for employees when performing task and resulted in increased performance and productivity.

After applying the linear regression on the collected data to check the cause-and-effect relationship between the training and development (independent variable) and employees' performance and productivity (dependent variables) the above-mentioned result has been drawn. The probability of f-statistic shows the significance level of the research. According to the standard if the p value is <0.05 so that it is significant. In this study the above given tables demonstrate the p value is 0.000 which is <0.05 thus the model of the research is statistically significant. So, the independent variable of the study, training, and development, has significant relationship with dependent variable of the study, employee's performance and productivity. Finally, the standardized values of the above-mentioned tables illustrate obviously that independent variable training and development have a positive impact on employees' performance and productivity in this study.

7. Conclusion and recommendations

The results of the survey in this case company reflect that training and development methods are very effective and certainly upgrade the capacity and knowledge of the employees to do their jobs. The correlation analysis reveals that effectiveness and impact of training on employee performance depend on employees' age and professional experience. As people get older, the effectiveness of training on employee performance and employee willingness to undergo training decreases drastically because old age employees are highly skeptical on the effects of training and think that training has no impact in improving employee performance and employee efficiency. The same results were observed with professional experience. With the increase of the employee professional experience, the effectiveness of training decreases. It is just because of that mostly experienced employees think that they are equipped with all the needed and necessary skills for their job therefore, they do not need training. Another interesting outcome of the results is the marital status of employees. It shows that married people think that training methods do not have any impact on their performance. Moreover, married people also do not believe that their work conditions support training. No link of training and its impact on performance with education, gender, and designation was observed.

The main focus of this study was to test the impact of training on employee performance in the fast-food restaurant business in Bangladesh. Firstly, a generalization of results for the whole fast-food industry is difficult because of the limited scope of this study due to the focus on Restaurants of Dhaka, within a large industry. To avoid this limitation, studies should be conducted by taking into consideration some other chain of restaurants, and perhaps in some other cultures. Moreover, this study was conducted only in one city due to the limited budget and time, so its effectiveness could be checked by conducting another study in the different branches of the company.

Compliance with ethical standards

Disclosure of conflict of interest

There is no conflict of interest. The research has been conducted independently where results were reported objectively.

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