

# A Study on Training & Development and its Impact on the Employee Performance of MEDIA Industry

Soumak Sen<sup>1</sup>, Rahul Deb Bera<sup>2</sup>

<sup>1</sup>Assistant Professor, Department of Management, Institute of Management Study, Kolkata, West Bengal, India

<sup>2</sup>Assistant Professor, Department of Optometry, Institute of Management Study, Kolkata, West Bengal, India

## ABSTRACT

This study investigates the influence of Training & Development (T&D) programs on employees within the media industry. The media industry, characterized by rapid technological advancements and evolving consumer preferences, places a premium on skilled and adaptable human capital. T&D initiatives play a pivotal role in equipping employees with the necessary competencies to navigate this dynamic landscape effectively. Through a mixed-method approach combining surveys, interviews, and focus groups, data was collected from employees across various media organizations. The study assesses the current state of T&D practices, explores the perceived impact of T&D on employee performance and satisfaction, identifies challenges in implementation, and highlights best practices. Findings indicate a positive correlation between T&D participation and employee performance, skill development, and job satisfaction. However, challenges such as budget constraints, time limitations, and resistance to change were identified. Best practices include personalized learning approaches, continuous evaluation, and alignment with organizational goals. The study contributes to existing literature by providing insights tailored to the unique context of the media industry and offers practical recommendations for enhancing T&D effectiveness.

**KEYWORDS:** *employee, training and development, Covid-19, pandemic*

## INTRODUCTION

Training & Development (T&D) programs are integral components of organizational strategies aimed at enhancing the skills, knowledge, and capabilities of employees. The objectives of T&D programs vary depending on organizational goals, industry dynamics, and employee needs. Common objectives include:

1. Skill Enhancement
2. Performance Improvement
3. Employee Engagement and Retention
4. Organizational Agility
5. Succession Planning

The media industry is undergoing profound transformations, accelerated by the unprecedented challenges brought forth by the COVID-19 pandemic. As organizations within the sector adapt to new modes of operation and shifting consumer behaviours, the role of Training & Development (T&D) programs in nurturing a skilled and resilient

workforce has become increasingly paramount. This introduction sets the stage for a comprehensive study examining the impact of T&D on employees within the media industry, with a particular focus on addressing the evolving needs and challenges in the post-COVID era.

The onset of the COVID-19 pandemic has reshaped the media landscape, prompting a rapid shift towards remote work, digital innovation, and agile business models. Media organizations have had to contend with disruptions to traditional workflows, heightened demand for digital content, and heightened competition for audience engagement. In this context, T&D emerges as a strategic imperative for equipping employees with the skills, competencies, and resilience needed to navigate these unprecedented challenges effectively.

**How to cite this paper:** Soumak Sen | Rahul Deb Bera "A Study on Training & Development and its Impact on the Employee Performance of MEDIA Industry" Published in International Journal of Trend in Scientific Research and Development (ijtsrd), ISSN: 2456-6470, Volume-8 | Issue-4, August 2024, pp.205-211, URL: [www.ijtsrd.com/papers/ijtsrd67124.pdf](http://www.ijtsrd.com/papers/ijtsrd67124.pdf)



Copyright © 2024 by author (s) and International Journal of Trend in Scientific Research and Development Journal. This is an Open Access article distributed under the terms of the Creative Commons Attribution License (CC BY 4.0) (<http://creativecommons.org/licenses/by/4.0>)



Despite the growing recognition of the importance of T&D in the media industry, there remains a dearth of empirical research examining its impact, particularly in the post-COVID era. This study seeks to address this gap by providing empirical insights into the effectiveness of T&D programs in enhancing employee performance, satisfaction, and adaptability within media organizations. By illuminating the linkages between T&D investments and organizational outcomes, this study aims to inform evidence-based strategies for talent development and organizational resilience.

### Literature Review:

Training & Development (T&D) programs play a crucial role in enhancing employee performance, job satisfaction, and organizational effectiveness within the media industry. This literature review synthesizes existing research and theoretical frameworks to provide insights into the impact of T&D on employees within the media sector.

T&D programs are most effective when aligned with organizational goals and strategic priorities. According to Garavan (1991), strategic alignment ensures that T&D initiatives address critical skill gaps and support the achievement of business objectives. In the media industry, where technological advancements and changing consumer preferences drive rapid evolution, T&D programs must adapt to ensure relevance and effectiveness (Eduardo, 2020). Organizations that strategically invest in T&D are better positioned to capitalize on emerging opportunities and navigate industry disruptions.

Numerous studies have documented the positive correlation between T&D participation and employee performance and satisfaction. Research by Baltaci and Boz (2016) found that T&D programs in media organizations significantly improved employee skills, productivity, and job satisfaction. Similarly, a meta-analysis by Tracey et al. (2015) revealed a strong association between T&D investments and organizational outcomes, including increased employee engagement, retention, and overall performance. These findings underscore the importance of continuous learning and development in enhancing employee motivation and organizational performance within the media industry.

Technological advancements exert a profound influence on T&D practices within the media industry. With the proliferation of digital platforms and tools, media organizations must invest in digital literacy and technical skills development to remain competitive (Wang, 2018). T&D programs that integrate emerging technologies such as virtual reality, artificial intelligence, and data analytics

enable employees to leverage these tools effectively in content creation, distribution, and audience engagement. Moreover, organizations that embrace a culture of innovation and experimentation in their T&D initiatives are better equipped to capitalize on technological disruptions and drive organizational growth (O'Sullivan & McGuire, 2020).

Despite the benefits of T&D, media organizations face several challenges in designing and implementing effective programs. Limited resources, time constraints, and resistance to change are common barriers that hinder the success of T&D initiatives (Alvesson, 2016). To overcome these challenges, media organizations are adopting innovative approaches such as micro learning, gamification, and mobile-based training platforms (Gyamfi&Selormey, 2021). By leveraging these best practices, organizations can enhance the accessibility, flexibility, and effectiveness of T&D programs, thereby maximizing employee engagement and learning outcomes.

Looking ahead, the evolving nature of the media industry necessitates on-going research and innovation in T&D practices. Future studies could explore the role of T&D in addressing emerging challenges such as remote work, diversity and inclusion, and sustainability within media organizations. Additionally, longitudinal research examining the long-term impact of T&D investments on employee retention, organizational resilience, and competitive advantage would provide valuable insights for industry practitioners and policymakers.

### Objective:

**1. Assess Current State of T&D Programs:** Evaluate the existing T&D initiatives implemented by media organizations, including the types of programs offered, their frequency, and accessibility to employees.

Identify the areas of focus within T&D programs, such as technical skills development, digital literacy, creative skills enhancement, leadership training, and diversity and inclusion training.

**2. Measure Perceived Impact on Employee Performance:** Investigate the perceived impact of T&D programs on employee performance metrics, including productivity, creativity, innovation, and job satisfaction.

Assess whether employees perceive T&D initiatives as effective in addressing skill gaps, enhancing job-related competencies, and supporting career advancement within the media industry.

**3. Examine Factors Influencing T&D Effectiveness:** Explore organizational factors that influence the effectiveness of T&D programs, such as leadership support, resource allocation, organizational culture, and employee participation and engagement.

Identify barriers and challenges hindering the successful implementation and outcomes of T&D initiatives, such as budget constraints, time limitations, technological barriers, and resistance to change.

Provide Recommendations for Enhancing T&D Effectiveness: Based on the findings of the study, provide actionable recommendations for media organizations to enhance the effectiveness of their T&D programs.

Offer insights into strategies for aligning T&D initiatives with organizational goals, leveraging technology for enhanced learning outcomes, overcoming common challenges, and fostering a culture of continuous learning and development within the media industry.

#### **Research Methodology:**

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

Methodology gives us the blueprint of activities to be carried out systematically to complete the study successfully

Research methodology has many dimensions and research methods do constitute a part of the research methodology.

The scope of research methodology is wider than that of research methods Thus, when we talk of research methodology, we not only talk of the research methods but also consider the logic behind the methods we use in the context of our research study and explain why we are using a particular method or technique and why we are not using others so that research results are capable of being evaluated either by the researcher himself or by others. Why are search study has been undertaken, how the research problem has been defined, in what way and why the hypothesis has been formulated what data have been collected

and what method has been adopted, why particular technique of analyzing data has been used and a host of similar other questions are usually answered when we talk of research methodology concerning are search problem or study.

The process used to collect information & data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys & other research techniques & could include both present& historical information.

This study with be totally based on the questionnaire format. Here this research methodology defines the employee response to the organization about the recruitment system & how many employees are agreeing with their organizations recruitment system.

This research methodology for the present study has been adopted to reflect these realities & help reach the logical conclusion with meaningful manner.

**1. Data Collection Sources:** Data collection sources divided into two parts.

- a. Primary data.
- b. Secondary data

**2. Primary Data:** The data which is collected from firsthand by someone especially for purpose facilitating the study is known as primary data. So, in this research the data is collected from questionnaire.

**3. Primary Sources:** Questionnaire survey among the employees of Media Companies.

#### **4. Secondary Data:**

Secondary refers to information gather by someone other than the researcher conducting the current study. Such data can be internal or external to the organization& accessed through the internet or perusal of recorded or published information. Secondary sources of data provide a lot of information for researcher& problem solving.

**5. Secondary Sources:** The secondary data has been collected form

- Internal
- Organizational reports

#### **6. Sample Size:**

A sample of 100 employees is selected from different IT companies and analysis has been done.

**7. Sampling Method:** Survey was Done By Questionnaire Method.

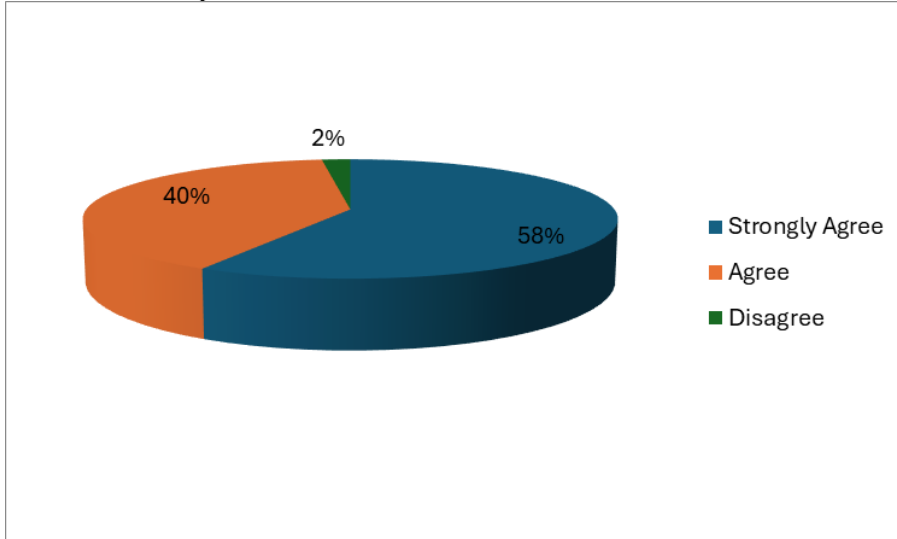
**Data Analysis:**

**1. Does Training & Development help in increasing the efficiency level of media employees?**

**Table-1:**

Particular	Response (in percentage)
Strongly Agree	58
Agree	40
Disagree	02

The data representation of the response received:



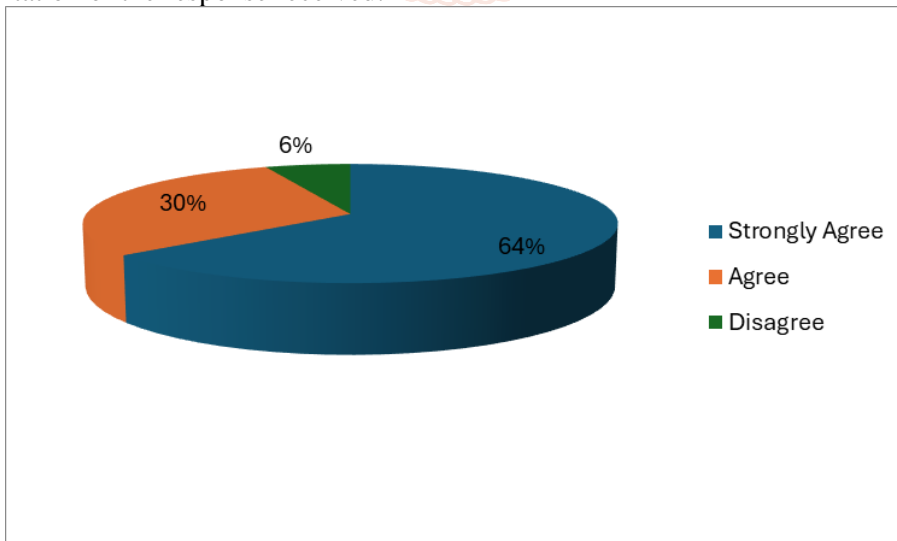
**Inference:** We can see that 58% of employees said that training and development helps in increasing the efficiency level of the employees of the media employees, 40% said that the efficiency level can be increased on an average by training and 2% said that it cannot be increased.

**2. Does Training & Development help in increasing the effectiveness of the media employees?**

**Table-2:**

Opinion	Response (in Percentage)
Strongly Agree	64
Agree	30
Disagree	6

The data representation of the response received:



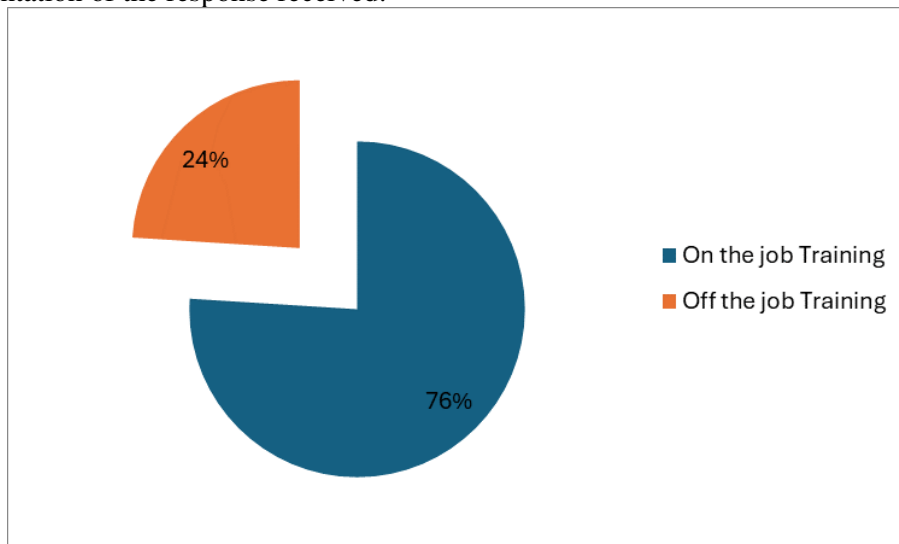
**Inference:** We can see that 64% of employees said that training and development helps in increasing the effectiveness of the employees, 30% said that the efficiency level can be increased in average manner by training and 6% said that it cannot be increased.

**3. Which method of training & development is more suitable in media organization to enhance the employee performance?**

**Table-3:**

Opinion	Response (in Percentage)
On the job Training	76
Off the job Training	24

The data representation of the response received:



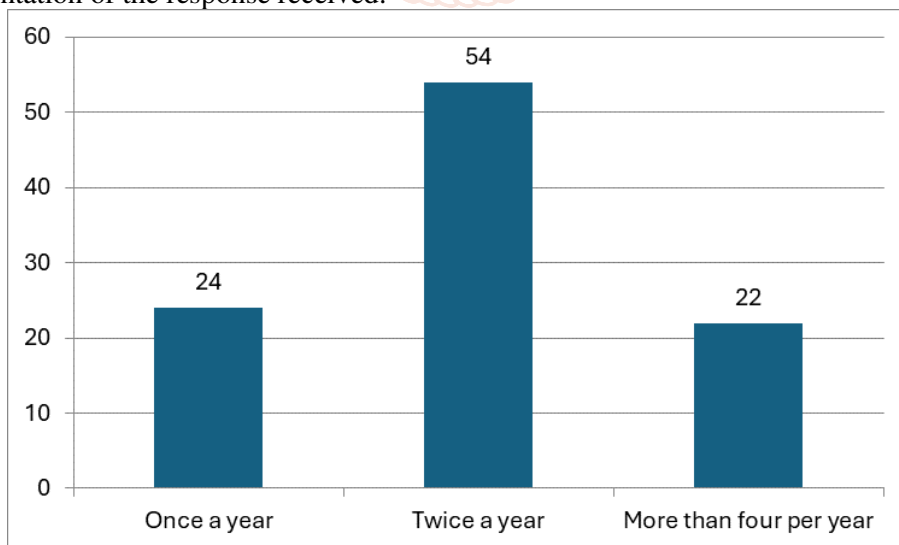
Inference: We can see that 76% think in a media company on the job training issue table. Others i.e.24% think that of the job training is important before jumping into the field.

**4. According to you how many Training sessions are needed to increase the performance of an employee?**

**Table-4:**

Opinion	Response(in Percentage)
Once a month	24
Twice a year	54
More than four times per year	22

The data representation of the response received:



**Inference:** It has been observed that 54% of respondents reveal that training and development programs should take place twice in a year, 24% thinks that once a year is suitable. Only 22% think that more than four sessions per year is needed.

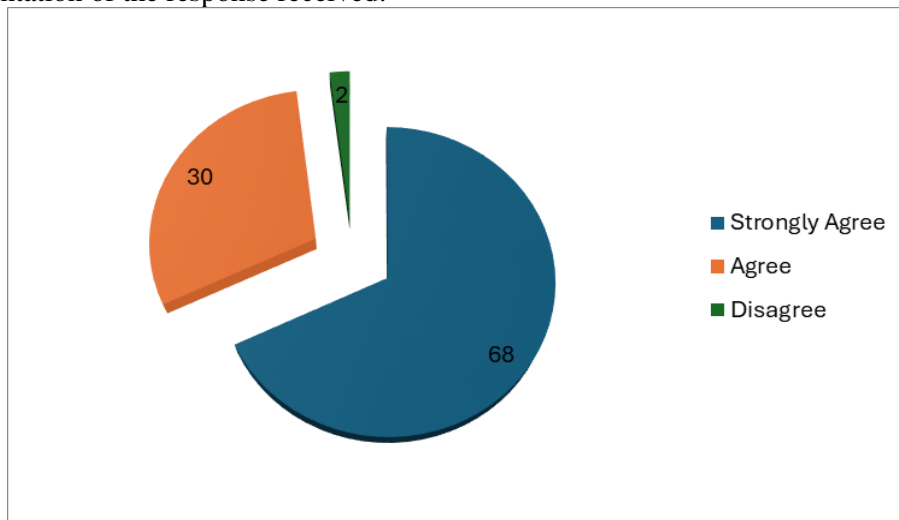


5. Does training and development help in enhancing the skills of the employee?

**Table 5:**

Opinion	Response (in Percentage)
Always	74
Sometimes	24
Never	2

The data representation of the response received:



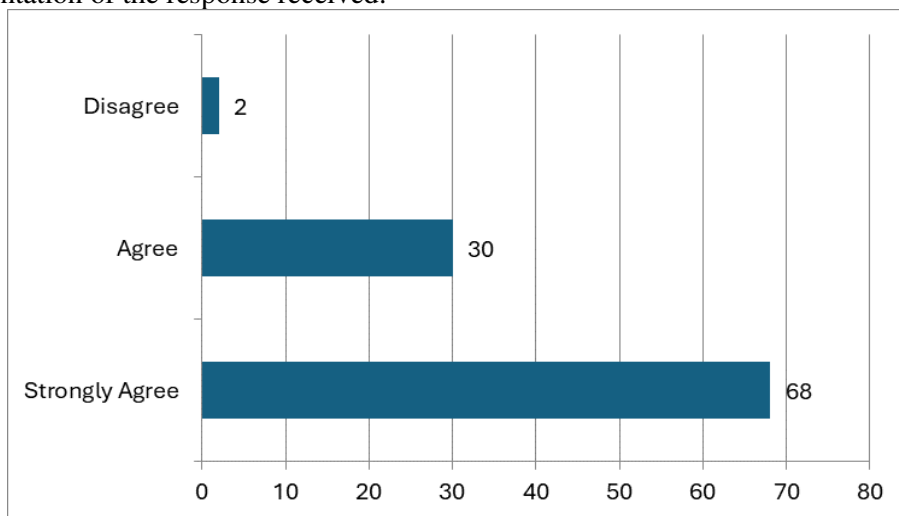
**Inference:** 74% of the respondents feel that training always helps the employees in enhancing their skills whereas 24% feels that sometimes it helps in enhancing the skills. 2% feels that training will never enhance skill, there are some other issues also and various factors that should be considered before concluding that training enhance skills.

6. Training sessions conducted in your firm are useful to enhance the performance. Do you agree with this statement?

**TABLE 6:**

Opinion	Response(in Percentage)
Strongly Agree	68
Agree	30
Disagree	2

The data representation of the response received:



**Inference:** According to the above data, out of 100% employees, 68% employee strongly agrees with the above statement.

30% employee agrees with the above statement. 2% employee neutral with the above statement.

## Findings

- Majority of the employees who have attended the training program agreed that it helps in enhancing the efficiency level and performance of the employees.
- Majority of the employees who have attended the training program agreed that it helps in enhancing the effectiveness and performance of the employees.
- Most of the employees have the opinion that On the Job training is most useful than Off the training in enhancing the performance level of the employees.
- It has been observed that majority of respondent reveal that training programs should take place twice in a year than once a year or four times in a year.
- Majority of the respondents feel that training always helps the employees in enhancing their skills.
- Most of the respondents told that Training sessions conducted in their firm are useful to enhance the performance.

## LIMITATIONS

The design characteristics or procedures that impacted the interpretation of the research outcomes are the limitations. As a consequence of these limits, we were not able to apply to practice and utilize the findings that we originally picked for the study's design. There were limitations are:

- **Time:** Because of the tight deadlines, it was vital to work more quickly to ensure that the study was delivered on time and in top shape while still maintaining a high level of quality.
- **Sample Size:** Studies frequently seek to comprehend a certain issue. Sample size: Because the sample size was quite small, it made it difficult to make significant data linkages because

demographic studies typically required a larger sample size to ensure corporate representativeness. In the research, we obtained a sample size of 100 out of 135 samples.

- **Data Collection Method:** The method used to collect data has significant limitations. The collected data via an electronic survey was despite several difficulties in disseminating the amount of information obtained from an electronic questionnaire sent to the company's employees. In addition, one of the limitations of our study was a lack of data and inaccuracy in the data that we obtained, whether from earlier studies or from the questionnaire that was administered.

## CONCLUSION

Analysis of all the facts & figures, the observations and the experience during the training period gives a very positive conclusion/ impression regarding the training imparted by Media industry. Media industry is performing its role up to the mark and the trainees enjoy the training imparted especially the practical sessions and simulations.

The training supports to meets the objectives like:

- It enhances the effectiveness and the performance of the employees.
- Assists the employees to acquire skills, knowledge and attitude and also enhance the same.
- Helps to motivate employees and helps in avoiding mistakes.

It becomes quite clear that without training there is no other alternative or short cut to the development of human resources. Training when used in a planned and purposeful manner can be an extremely effective management tool as they increase the knowledge and skills of workers and thereby increasing the productivity and profitability of the organization.