

A Study on Effective Performance of Employee Training Program at Vikram Solar PVT.LTD

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ABSTRACT:

Employee is a blood stream of any business. The accomplishment or disaster of the firm depends on its employee performance. Hence, top management realized the importance of investing in training and development for the sake of improving employee performance. This conceptual paper aimed at studying the effect of training on employee performance and to provide suggestion as to how firm can improve its employee performance through effective training programs. The research approach adopted for the study conforms to qualitative research, as it reviews the literature and multiple case studies on the importance of training in enhancing the performance of the workforce. Further the paper goes on to analyse and understand the theoretical framework and models related to employee development through training and development programs, and its effect on employee performance and on the basis of the review of the current evidence of such a relationship, offers suggestions for the top management in form of a checklist, appropriate for all businesses, to assess the employee performance and to find out the true cause(s) of the performance problem so the problem could be solved in time through desired training program. The study in hand faces the limitations as there are no adequate indications to correlate directly the relationship between training and employee performance. Hence, there is a need for conducting empirical research in future to test the proposition discussed in the study. The study in hand provides brief overview of the literature about training effectiveness and how it contributes in enhancing the employee performance and ultimately concludes along with recommendation to give directions for future research by applying different level of analysis on exploring the impact of training practices on employee performance.

Keywords: employee training, employee development, training effectiveness, employee performance, employee engagement, organizational performance, skill development, knowledge transfer, job satisfaction, employee retention.

INTRODUCTION:

Employees are the major assets of any organization. Every organization needs well trained employees to perform the activities effectively and efficiently. It is the continuous process of the organizations that helps to develop skills, knowledge, and abilities. Training and development leads the better performance of employees. The success of the organizations depends on employee performance. In this globalization era training is crucial for the competent and challenging business. It is the nerve that needs to help enhancing the quality of work life of employees and development the organization. Training and development is the crucial factors of enlightening the employee performance in most organizations. The purpose of the study is to find out the impact of training and development on employee performance. The study found out that employees are aware about training; employees are motivated through training; and training and development results into higher performance. The study suggested that training and development of all staff should be dynamically followed and made obligatory and the employer should give compulsory training programs for all employees in order to improve performance. The study decided that there is need for continuous training and development taking

into deliberation the opposition, market dynamics, customer satisfaction, and net promoter score among others Employee training can have a significant impact on the behavior and performance of employees. When employees receive proper training, they are more likely to understand their roles and responsibilities, have a clearer understanding of company expectations, and be better equipped to perform their jobs effectively.

Here are some ways that employee training can influence behavior and performance:

1. **Improved Knowledge and Skills:** Through training, employees can gain new knowledge and skills that are relevant to their job functions. This can increase their confidence and help them perform their duties with greater competence.
2. **Increased Motivation:** When employees receive training, they feel that the company is investing in their development, which can boost their motivation and commitment to their jobs.
3. **Consistent Standards:** Employee training can help ensure that all employees are following the same procedures and processes, leading to greater consistency in the quality of work performed.
4. **Reduced Errors:** Proper training can help employees avoid mistakes and errors that can negatively impact the business.
5. **Better Communication:** Training can also improve communication among employees and between employees and their supervisors, which can lead to greater collaboration and more efficient workflows.

Overall, employee training is essential to improving behavior and performance in the workplace. By investing in training, businesses can create a more skilled and motivated workforce, leading to improved productivity, customer satisfaction, and ultimately, increased profitability.

Theatrical framework:

Being the intellectual property of the firm, employees prove to be a good source of gaining competitive advantage (Houger, 2006), and training is the only way of developing organizational intellectual property through building employee's competencies. Hence on the basis of the above review of literature, following proposition could be drawn: Proposition: Those employees who receive periodical effective training sessions are more able to perform well on the job by increasing the quality of work, hence achieving organizational goals and gaining competitive advantage. (Wei-Tai, 2004).

Impact of Training and Development Programs on Employee Performance:

- Better work-specific skills: Training initiatives give employees the information and abilities connected to their particular job duties. As a result, their performance is improved since they are able to complete activities more quickly.
- Increased productivity is a result of training and development initiatives that give staff members the skills and knowledge they need to do their jobs more effectively and efficiently.
- Quality improvement: Training courses that concentrate on procedures, standards, and customer service can greatly increase the calibre of the work that employees do.
- Higher job satisfaction is a result of employees feeling more competent and secure in their roles as a result of receiving proper training and growth opportunities. Employee satisfaction is correlated with improved performance.

- Expanded capabilities: Employees' general capabilities, including their leadership and problem-solving ability, are improved by development programmes. The ability to handle more difficult jobs is made possible by these improved competencies, which helps employees perform better.
- Innovation and adaptability: Employees who participate in training and development initiatives that promote a culture of lifelong learning and support their pursuit of new knowledge and skills are better equipped to adjust to changing conditions and support organisational innovation.

Measurement of Employee Performance Enhancement:

- Performance appraisal systems: Organizations often use performance appraisal systems to evaluate and measure employee performance based on predefined criteria and performance indicators.
- Key performance indicators (KPIs): KPIs provide quantifiable measures to assess individual and team performance, aligning them with organizational goals and objectives.

The factors affecting employee performance:

As organizations strive for flexibility, speed and constant innovation, planning with the people and not for the people ensures a positive relationship to performance improvement. When employees are given freedom to participate in organizational decision making for example, there are high chances of having mutual trust between management and employees. Mutual trust and cooperation help to break the barriers between the two parties. The employees will not resort to strikes and work stoppages without exhausting all the available channels of resolving the dispute. Employees will be motivated because management considers them as partners in contributing to organizational success instead of being seen as mere subordinates and therefore will avoid engaging in counterproductive behaviors hence improved performance through timely achievement of organizational goals and objectives (Carrel, Kuzmits & Elbert 1989). Additionally, (Ichniowski 1997) argues that innovative human resource management practices improve performance like use of systems related to enhance worker participation and flexibility in the design of work and decentralization of managerial tasks and responsibilities.

NEED FOR THE STUDY:

Assessing the Effectiveness of Training: Conducting a study on the behavior performance of employee training can help organizations assess the effectiveness of their training programs. It allows them to determine whether the training programs are achieving their intended goals and whether they need to be improved.

Identifying Skill Gaps: Analyzing the behavior and performance of employees after training can help identify any skill gaps that need to be addressed. This can help organizations provide targeted training to employees to enhance their skills, leading to better performance.

Employee Retention: Providing effective training to employees can enhance their job satisfaction and sense of value within the organization. This can increase employee retention rates, which is essential for organizations to maintain productivity and reduce costs associated with recruitment and training of new employees.

OBJECTIVE OF THE STUDY:

Through the relevant review of different studies, reports, periodicals and books, on the topic under consideration, following objectives could be drawn:

- To investigate the meaning and importance of training.
- To identify the significance of employee performance.
- To explore the relationship between Training and employee's performance.
- To develop guideline for assessing the employee performance

METHODOLOGY:

This is an exploratory research based solely on insights drawn from the analysis of the existing literature of different studies, reports, periodicals and books related to the topic of study in order to investigate the relationships between training and employee performance. This research work will serve as a means to help acquire useful information or knowledge about the subject area. By drawing on the existing literature, not only the topic under consideration is theorized, but also formulates and discusses the proposition that will help illuminate and discuss some ways for the firms to understand the effect of training on employee's performance. As posited by Gummeson (2002, p. 283), one burdensome task with all research is not to collect or rather generate more data, but to interpret and combine what is already there and make some sense out of it. We submit to this assertion and try to make the most out of the insights we can get from the existing literature to address the phenomenon under study.

REVIEW OF LITERATURE:

In the fast pace changing world of business and environmental uncertainty, organizations realize its limitation of dealing with new challenges (Tai, 2006).

However the further states that the firms should invest in training programs to make their employees competent enough to face uncertainties and take effective decision in time, in order to remain competitive in the market. Effective training is beneficial for the firm in variety of ways, such as, it plays a vital role in building and maintaining capabilities, both on individual and organisational level, and thus participates in the process of organisational change (Valle et al., 2000).

Moreover, it enhances the retention capacity of talented workforce, hence decreasing the unintentional job rotation of the workers (Jones and Wright, 1992; Shaw et al., 1998).

Furthermore, it indicates the firm's long-term commitment towards its workers and increases the employee's motivational level (Pfeffer, 1994). All these contributions lead to a achieving competitive advantage (Youndt et al., 1996) and to an enhancement in employee performance and organisational productivity (Bartel, 1994; Knoke and Kalleberg, 1994; Huselid, 1995; Delery and Doty, 1996).

TRAINING AND DEVELOPMENT

Training and development is essential for all organizations to achieve their objectives. Many researches have been done in this area for understanding the importance of training and development. According to Abbas Q. and Yaqoob (2009) this fact is of no question that the most domineering apprehension for organizations is performance. The study found that training and development had positively correlated and claimed statistically significant relationship with employee performance and effectiveness.

There have been many studies conducted on this subject. HRM activities are considered as a gift in the eyes of employees and training is one of them (Mahbuba, 2013).

According to Iftikhar and Sirajud (2009) training and development is an important activity to increase the performance of the employees. Without the training the organization cannot achieve the organization's strategic goals, mission, and effectiveness.

On the other hand, Miller and Osinski (2002); Rajasekar and Khan (2013) focused and analyzed that employee training & development is one of the essential parts of human resources management with the identification of organizational need, technique and procedure at different industrial perspectives.

AREA OF STUDY:

Vikram Solar Limited (formerly known as Vikram Solar Pvt. Ltd.) is a globally recognized leading solar energy solutions provider, specializing in high efficiency PV module manufacturing and comprehensive EPC solutions. With an international presence across 6 continents, they are an active contributor in shaping the solar revolution

Vikram Solar, one of India's largest module manufacturers, in terms of operational capacity, producing solar photo-voltaic modules, and are also an integrated solar energy solutions provider offering EPC services, and O&M services to our customers. We strive to deliver reliable solar solutions through innovative products, and They achieve this through their specialized high efficiency PV module manufacturing, comprehensive EPC solutions and O&M services.

They have been operating in the business of solar PV module technologies for the last 19 years, during which time we have developed strong engineering capabilities in producing high efficiency PV modules.

They have also expanded our global footprint through sales offices in the United States of America, Germany and a procurement office in China and have supplied solar PV modules to customers in 32 countries

ANALYSIS AND INTERPRETATION:

TABLE-1

GENDER OF THE RESPONDENTS

Gender	No. of respondents	percentage
Male	87	72%
Female	34	28%
Total	121	100%

INTERPRETATION:

The above Chart shows that out of 121 respondents, 72% of respondents are Male, 28% of respondents are Female.

Majority (72%) of the respondents are Male

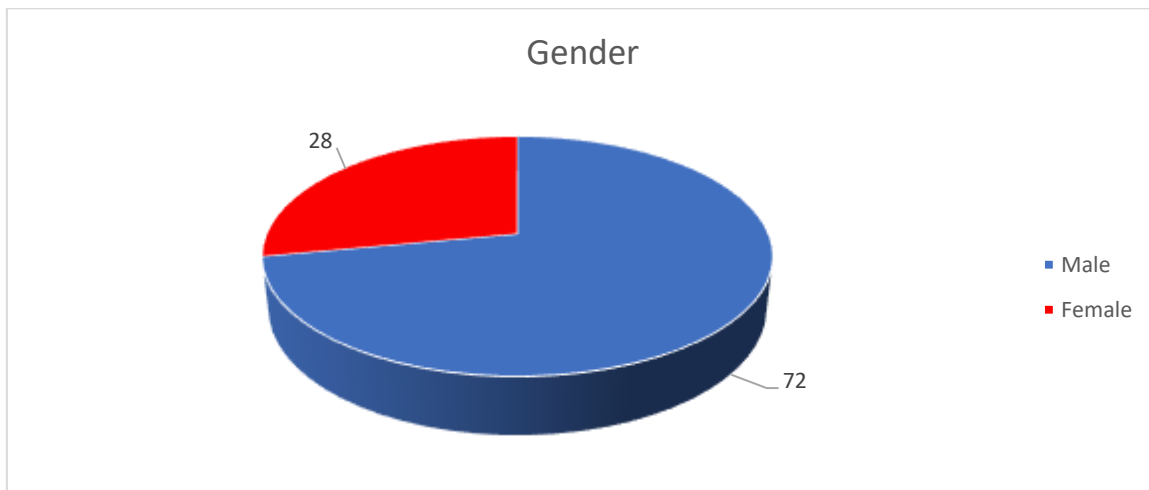
DIAGRAM-1

TABLE-2

Table showing improvement in job performance after receiving the training by the respondents

particular	No. of respondents	percentage
Strongly agree	73	71.9
Agree	37	20.7
Neutral	6	5
Disagree	4	1.7
Strongly disagree	1	0.8
Total	121	100

Interpretation

From the above table it is interpreted that the number of respondents strongly agree respondents are 71.9%, agree respondents are 20.7%, neutral respondents are 5%, disagree respondents are 1.7, strongly disagree respondents are 0.8.

Majority 71.9% respondents have chosen strongly agree

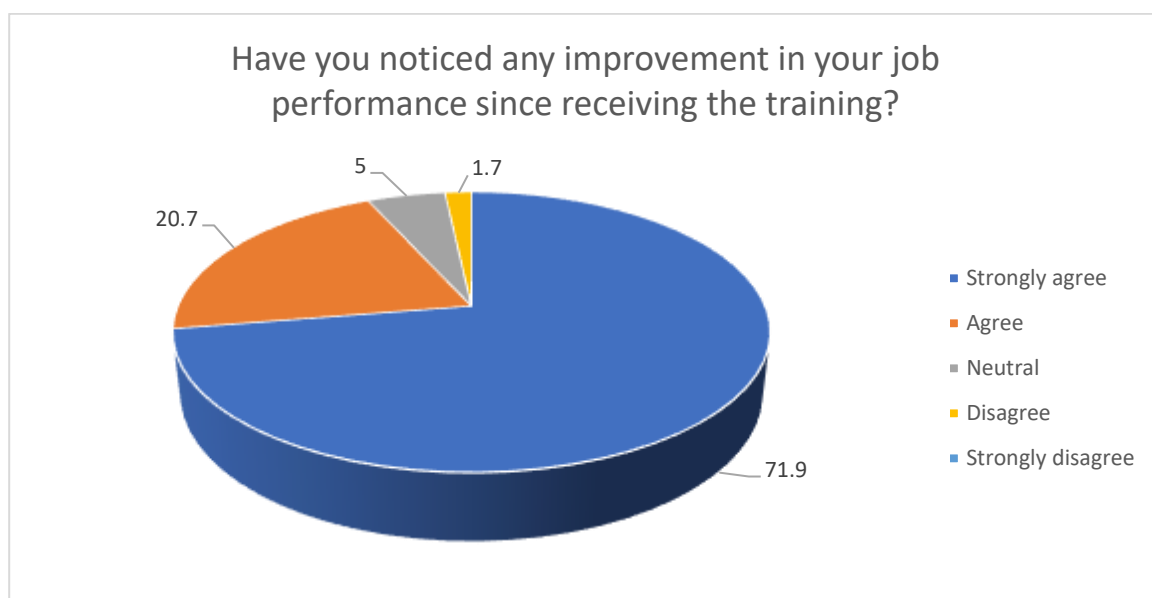
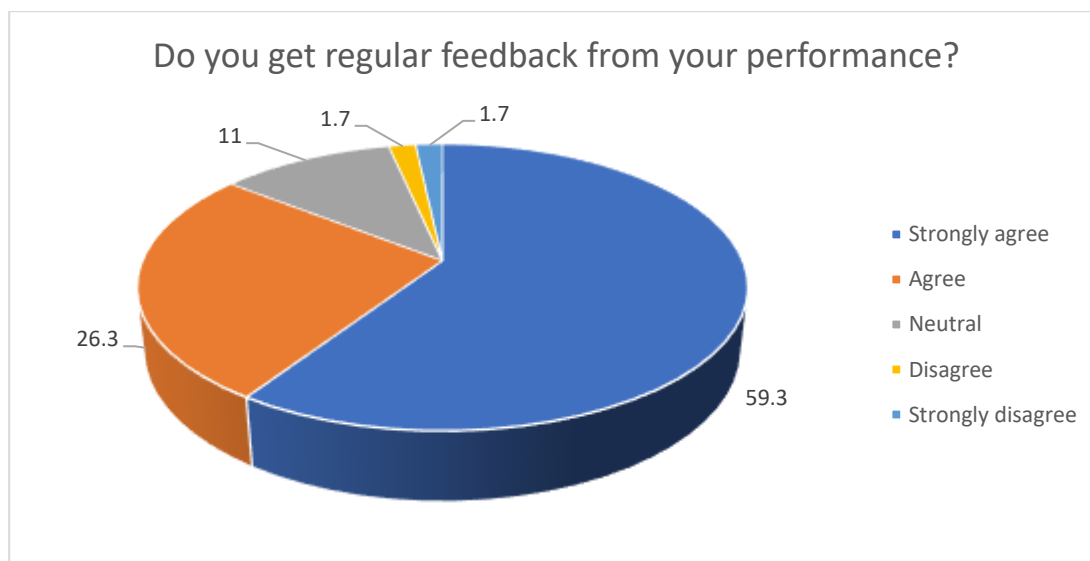
DIAGRAM-2


TABLE-3
Table showing receiving of feedback from supervisor of the respondents

particular	No. of respondents	percentage
Strongly agree	70	59.3
agree	31	26.3
neutral	13	11
disagree	2	1.7
Strongly disagree	2	1.7
Total	121	100

Interpretation

From the above table it is interpreted that the number of respondents strongly agree respondents are 59.3%, agree respondents are 26.3%, neutral respondents are 11%, disagree respondents are 1.7%, strongly disagree respondents are 1.7%.

Majority 59.3% have chosen strongly agree
DIAGRAM-3

TABLE-4
Table showing valuation of training by the respondents

particulars	No. of respondents	percentage
Strongly agree	63	52.5
agree	35	28.8
neutral	13	11
disagree	7	5.9

Strongly disagree	2	1.7
Total	121	100

Interpretation

From the above table it is interpreted that the number of respondents strongly agree respondents are 52.5%, agree respondents are 28.8%, neutral respondents are 11%, disagree respondents are 5.9%, strongly disagree respondents are 1.7%.

Majority 52.5% respondents have chosen strongly agree

DIAGRAM-4

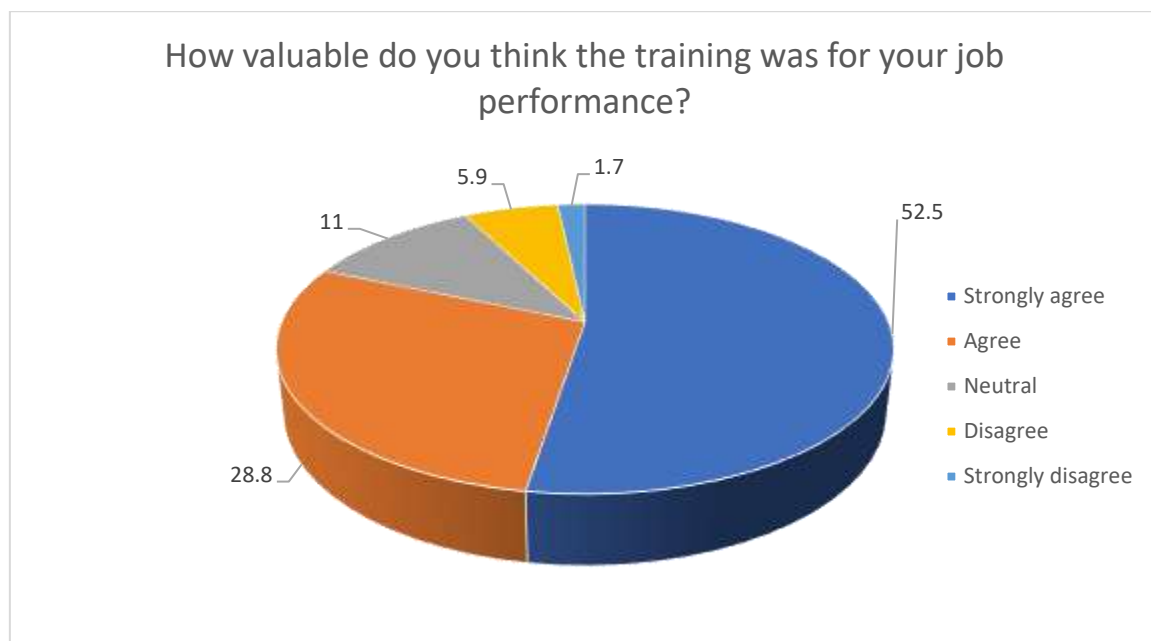


TABLE-5

CHI-SQUARE ANALYSIS

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.081 ^a	2	.130
Likelihood Ratio	5.230	2	.073
Linear-by-Linear Association	.011	1	.916
N of Valid Cases	121		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.36.

Hypotheses:

This test is examining whether there is a significant association between two categorical variables

- **Null Hypothesis (H_0):** There is **no association** between the two categorical variables (they are independent).
- **Alternative Hypothesis (H_1):** There is **an association** between the two categorical variables (they are not independent).

Inference:

Based on the Pearson Chi-Square test:

- Chi-Square Value = 4.081
- Degrees of Freedom = 2
- p-value = 0.130

Since $p = 0.130 > 0.05$, Hence null hypotheses is rejected.

FINDINGS:

- ✓ Majority (72%) of the respondents are Male
- ✓ Majority 71.9% respondents have chosen strongly agree
- ✓ Majority 59.3% have chosen strongly agree
- ✓ Majority 52.5% respondents have chosen strongly agree

SUGGESTIONS:

- Based on the findings, certain valid suggestions have been laid down by the respondents that could help the organization to design a more effective and need based training programs.
- The training program can be extended to 3 to 4 days. This fulfils the purpose of conducting a training program in a better way.
- The training program can be conducted using more practical demonstrations to make a lively session. This helps the employees to understand the concept in a clear manner and thus their productivity increases.
- Training sessions can be increased which can be supported by e-learning procedures.
- The expectations of the employees with regard to various skill enhancement programs need to be fulfilled.

CONCLUSION:

The main objective of every training session is to add value to the performance of the employees, hence all type of businesses design training and development programs of their employees as a continuous activity. Purpose of training is what employees would attain after experiencing the training program. Some of the organizations plan and implement the training program for their employees without identifying the purpose and objectives and without knowing what the knowledge, skills and abilities employees would learn at the end of the training program and whether they will be able to attain performance targets on job. Therefore, firm must design the training program with clear goals and objectives while keeping in mind the particular needs of both individual and the firm. This study in hand chiefly focuses on the role of

training in enhancing the performance of the employees. Training plays vital role in the building of competencies of new as well as current employees to perform their job in an effective way. It also prepares employees to hold future position in an organization with full capabilities and helps to overcome the deficiencies in any job-related area. Training is considered as that sort of investment by the firm that not only bring high return on investment but also supports to achieve competitive advantage. Employees referred as the rare, non-imitable and valuable resource of the firm and the success or failure of any business mainly relies on its employee's performance. Thus, organizations realizing the fact are willing to invest in training programs for the development of their employees. Effective training is considered to be a key factor for improved performance; as it can enhance the level of employee and firm competency. It supports to fill the gap between what performance is required and what performance is happening, i.e. gap between desired performance and actual employee performance. Training need referred to any deficit in performance, which can be relieved by appropriate training. There are different methods of overcoming deficiencies in employee performance on job, and training is one of them. Particularly training develops skills, competency, and ability and ultimately improves employee performance and organizational productivity. Training programs is the stimulant that workers require to improve their performance and capabilities, which consequently increase organizational productivity. Therefore, training should be designed on the basis of firm specific needs and objectives. Effective training is the thoughtful intervention designed at attaining the learning necessary for upgraded employee performance.

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