

ROLE OF TRAINING & DEVELOPMENT AND ITS IMPACT ON PERFORMANCE OF EMPLOYEES

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ABSTRACT

The primary idea of this thesis was that training and development are concerned with increasing the knowledge and accomplishments of employees for doing specific jobs and to examine the impacts of training and development on the employee's performance.

The training of employees is very important in an organization. Because of training we can increase productivity, improve quality, improve organizational commitment and help the company to meet its future goals.

In a competitive world nothing can be figured out. In our everyday life new technologies and innovations are becoming the part of organizational activities. In other words, organizations need a strategic plan to retain and sustain the market position because they know if you lose your business, you never get it back until, you don't see the main factors losing in your market position. This made the organizations static in their business process and keep on implementing the changes. So that they will be competitive in the market. But then comes that question how to compete in the market? What are the most important tools for an employer or any organization to rule over the market? Yes, these are your employees who can help you to achieve organizational goals. Here comes the importance of the training and development in an organization. The HR people need to be active and look out for the various strategic plans, which can improve the organizational health.

INTRODUCTION

For any organization with a vision to be competitive in its area of specialization will consider training to be one of the factors to help it get there. This, on the other hand implies that, an organization that invest in its human resources to tough training so that the staff can acquire necessary needed skills, will give that particular organization an edge over its rivals. According to Chhabra (2015), Training and Development is vital to any business for sustained development and acts as a continuous process for improving the caliber and competence of the employees to meet the current and future performances. In addition to that, employees are valuable resources (asset) of the organization. It provides a competitive advantage at any level: individual, organizational, and society. Furthermore, it consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, the organization would be more flourished and the employee performance would increase. 2 Obi-Anike &

Ekwe (2014) adds that the increase in job satisfaction and reduce employee turnover are the benefit of training and development in public sector.

LITERATURE REVIEW

Training & Development have been defined in several ways by different authors. The main idea that each one of them highlighted in their studies is the workforce capability enhancement. Nadler & Nadler (1991, as cited in Kumpikaite & Sakalas, 2011) identified Training and Development as the components of the human resource development (HRD) model. The same authors Nadler & Nadler (1970, as cited in Khan, Khan, & Mahmood, 2012) have defined HRD to be a system or an assortment of such activities that enable organizations to add to the worth of their workforce by bringing behavioural reforms through training, development, and education within a specified time period. Thus, T & D help building and strengthening the work-related attributes of the human resource (workers or employees) in any organization.

OBJECTIVES

In order to investigate the impact of training and development on employee performance for this study, the following research objectives need to be achieved:

1. To examine the benefits of training and development on employee performance.
2. To explore the relationship between training and development and employee performance.
3. To recommend strategies that can be used to improve the training and development of employee performance

RESEARCH METHODOLOGY

The study is being conducted with the intention to check out the impact of T & D on the performance of employees working in the organizations of India. The major aims of the research include highlighting the importance of Training & Development for skill enhancement in delivering quality services to the customers. Also, it gives an overview of how employees perceive the role of T & D in their job performance. The objectives of the study included: assessment of existing training trends; checking impact of T & D on the performance of employees; and keeping in view the both above objectives, to propose that where the management should direct their training investment more. In this study we have used descriptive approach to check the impact of T & D on employee performance. The direct impact has not been checked rather the impact of T & D on various indicators of performance as mentioned in the conceptual model and as proved from the previous studies has been measured. The response on these indicators has then been associated to the employee performance. Organization Ing sector has been chosen as population. The questionnaire had been given only to those employees who had gone through some training sessions during the course of their job at their respective organizations. The self-evaluation responses about the influence

of T & D on the employees' skills level and their behavioural factors like motivation & loyalty to their organization have been gotten. On the basis of frequency of responses then the results have been drawn for proving the study objectives and answering the research questions. Bar charts have been used to elaborate the trends of responses.

Research Methods Used

It is empirical research that quantitatively measures the impact of T & D on various skills and retention factors like motivation & loyalty of employees in the organizations of India. We have adopted the descriptive and explanatory approach to assess the role of Training & Development in employees' work performance and to fulfil the other study objectives. Survey sampling has been used to collect relevant data and responses. The sampling techniques used were convenience sampling and referral sampling. Questionnaires were delivered in the various branches of organizations by hand. Sample size was decided on the basis of intuition and gut feelings. The time considerations and availability of respondents was the major reason behind deciding on the sample size through intuition. SPSS (Statistical Package for Social Sciences) is being used to analyse the responses collected on the questionnaire.

Data Collection

- Two types of data are mostly used in studies i.e., primary data (newly gathered data for sake of problem at hand e.g., surveys, interviews, focus group discussions etc) and secondary data (data collected from existing sources e.g., company records, government reports, published papers, reviews etc). For this study as questionnaire survey was used so the data for analysis is primary one. However, most part of the secondary data is being used in literature review section for developing the theoretical and conceptual frameworks. Data collection is crucial for studies dealing with impacts.
- If the data collected is unreliable then it is of no use to the researchers. A structured questionnaire was used to collect the responses from the targeted sample. So, questionnaire was the research instrument. Sample size was taken 150 employees working in different branches of the six representative banks operating in Bahawalpur. The banks selected have been mentioned above. Not all the banks operating in Bahawalpur were targeted due to shortage of time. Out of 40 employees 30 responded to the questionnaire. So, 40 questionnaires were used for analysis. In these 30 responded questionnaires, 82 i.e., 78.8% were responded by males and 22 i.e., 21.2% were responded by females. Job experience was asked from the respondents in order to measure that what level of training focus is put on employees with the passage of time. More the time spent with the bank, more the responses could be considered reliable. No particular emphasis was put to include a certain category of experienced employees to get the responses. A detailed look of these aspects could be taken in the analysis & interpretation section.

CONCLUSION

The study started from highlighting the importance of Training & Development for business in the present day. It was being evidenced through previous researches that training the workforce is inevitable for all the organizations keeping aside their size, scope, and geographical boundaries. This is much due to the increased need for innovation and increase expectations from the customers. The globalization and industrial revolution have initiated a war of competition among the corporate players. Most of the companies have added the T & D into their philosophy for translating their mission and vision into reality. We saw in the literature review that there is a clear link between T & D and capability enhancement of the employees. This capability is increased in terms of improving various existing skills and introducing new skills that aid in the job tasks. We created a relation between employee performance and the improved skills. Also, performance is indicated by motivation to work better and loyalty with the organization being served. There was a section dealing with T & D in organization and connection of employees' performance at work to T & D.

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