

STUDY ON THE IMPACT OF EFFECTIVE TRAINING AND DEVELOPMENT TOWARDS EMPLOYEE'S PERFORMANCE

MS PAVITHRA T, MRS.P.GOPIKA ,
DEPARTMENT OF MANAGEMENT STUDIES,
KARPAGAM COLLEGE OF ENGINEERING,
COIMBATORE -641032

Abstract - Employees are the most valuable asset of an organization, so to enhance their performance it is necessary to pay attention to their learning. Training and development programs help organizations to build a skilled and competent workforce in order to maintain a high level of competency and to survive in a dynamic business environment. This study was conducted with the aim to investigate the effectiveness of training and development on employee performance. The research employed descriptive analysis. Primary data was collected through distributing questionnaires to 200 employees, who were selected through the random sampling technique. Findings reveal that overall training and development has a significant impact on employee's performance. It helps the organization in reducing employee turnover, increasing the productivity of employees, and contributing to higher financial returns for the organization. The study suggests that there is a need for improvisation in identifying the area where training needs have actually generated and salary structure should be revised at a regular interval of time.

Keywords: Training, Development, Employee performance, Organization.

I. INTRODUCTION

TRAINING AND DEVELOPMENT

The efficient working of an organization depends upon efficiency or capability of personnel working in an organization. Organizations and individuals should develop and progress simultaneously for their survival and

attainment of mutual goals. Employees need to be trained and developed to meet present job requirements and future challenges. Training and development are a specialized function and one of fundamental operative functions of Human resource management.

The purpose of training is to achieve a change in behavior of those trained and to enable them to do their job better in order to achieve this objective. Any training programme should try to bring changes in

Knowledge- It helps a trainee to know facts, policies, procedures and rules pertaining to his job.

Skills- It helps him to increase his technical and manual efficiency necessary to do the job and

Attitude- It moulds his behavior towards his co-workers and supervisors and creates a sense of responsibility in the trainee.

Training is a short-term process utilizing a systematic and organized procedure by which non-managerial persons learn technical knowledge and skills for a definite purpose.

The terms "Training" and "Development" are used synonymously. But they have different meanings. While training is the act of increasing the knowledge and skills of an employee for doing a particular job, the Management Development includes the process by which managers

and executives acquire not only skills and competence in their present job, but also capacities for future managerial tasks of increasing difficulty and scope.

Development is a long- term process utilizing a systematic and organized procedure by which managerial persons learn conceptual and theoretical knowledge for long term use.

II. REVIEW OF LITERATURE

Ananthalakshmi Mahadevan et al. (2019) studied the impact of training methods on employee performance in a direct selling organization in Malaysia. Researchers claimed that building a skillful and knowledgeable workforce is one of the vital activities in an organization to ensure a high level of competency with a proficient team in order to sustain and grow in a dynamic business environment. The objective behind this study was to examine the impact of on-the-job and off-the-job training on employee performance. The result showed that both on-the-job and off-the-job training achieved a standard coefficient beta value of 0.370 and 0.546 respectively with a significant value of 0.000. Based on the beta value reading researcher found that off-the-job training has a higher impact compared to on-the-job training on employee performance.

Sumaiya Shafiq et al. (2017) discussed the effect of training and development on employee performance in a private company, Malaysia. Researchers stated that the employees are a major asset of the organization, they have a role to play towards an organization's success. So it is mandatory to take care of their learning to increase employee performance. The objective was to investigate the effect of on-the-job training, off-the-job training, job enrichment, and job rotation on employee performance in private companies. The study concluded that only job enrichment is the independent variable that has a significant positive impact on the dependent variable (employee performance) while the other independent variables are found to be insignificant drivers in influencing employee performance.

Ashikhube Humphrey Otuko et al. (2013) determined the effect of the training dimension on employee performance in Mumias sugar company, Kenya. The study sought to find out the effect of training need assessment on employee

performance, the effect of training content on employee performance, and the effect of training evaluation on employee performance. The result indicates that there was a positive and significant effect between training need assessment and employee performance. Therefore, most respondents stated that training need assessment was conducted before the actual training. The result indicates that training content has a positive and significant effect on employee performance. This implies that an increase in training content will increase the level of employee performance. From the result, there was an indication that an increase in training evaluation and employee performance was positively and significantly associated. This could be interpreted to mean that evaluation of the content of the training and the methods employed, measuring performance knowledge, skill, and attitude against the standard could easily contribute to enhance employee performance at work depending on the choice of evaluation criteria.

III. OBJECTIVES OF THE STUDY

The main objective of the study was to determine the effectiveness of training and development on employee performance at SANSIS AUTOMATIONS, COIMBATORE.

The study aims to achieve the following objectives in particular:

- To understand the perception of employees towards training and development activities carried out in the organization.
- To study the effectiveness of training in the organization.
- To study the factors leading to success or otherwise of training in the organization.

IV. RESEARCH METHODOLOGY

This study was guided by a descriptive research design. A sample size of 152 employees was selected from the target population of 200 employees working in an organization using a simple random sampling technique. Both primary, as well as secondary data, are used for this research study. A self-structured questionnaire was designed into 2 sections. The 1st section comprises demographic questions and the 2nd section

comprises subjective questions. Likert-scale was framed for subjective questions to ensure the reliability of the study. Employees from different designation had filled the questionnaire for the purpose of this study. Secondary data was collected through online sources. Statistical tools such as standard deviation, mean, reliability test, frequency, coefficient of skewness have been applied. Data were analysed through the SPSS 16.0 version.

V.DATA ANALYSIS AND INTERPRETATION

Chi-Square Test

AIM:

To study the relationship between gender and years of service

NULL HYPOTHESIS (Ho):

There is a significant Association between gender of employee and how long they work for the organization

ALTERNATE HYPOTHESIS (Hi):

There is no significant Association between gender of employee and how long they work for the organization

		How long you work for the organization?			Total
		1 to 5 years	5 to 10years	10 above	
Gender	Male	20	30	10	60
	female	50	36	5	91
Total		70	66	15	151

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.765 ^a	2	.414
Likelihood Ratio	1.737	2	.419
Linear-by-Linear Association	.708	1	.400
N of Valid Cases	49		

INTERPRETATION:

It is interpreted that at 5% level of significance, this level significance between Gender and How long you work for the organization is 2 cells 33.3% have expected count less than 5. The minimum expected count is .69. It shows that there is a significant association between gender of employee and how

long they work for the organization. Null hypothesis is accepted.

T-TEST

AIM:

To study the relationship between training and their employment level

NULL HYPOTHESIS (Ho):

There is a significant Association between training given to employees and their employment level

ALTERNATE HYPOTHESIS (Hi):

There is no significant Association between training given to employees and their employment level.

Group statistics^a

Training	N	Mean	St. Deviation	Std. error mean
Employment Level				
Male	60	2.8500	.86013	.11104
Female	91	2.8957	.82050	.07651

INTERPRETATION:

The p-value of Levene's test is ".338, so we rejected the null of Levene's test and conclude that the variance in employment level is significantly different than that of training.

ANOVA

AIM:

To study the relationship between training and development program and their employee's skill development

NULL HYPOTHESIS (Ho):

There is a significant Association between training given to employees and their skill development.

ALTERNATE HYPOTHESIS (Hi):

There is no significant Association between training given to employees and their skill development

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	10.945	2	5.473	8.854	.000
Within Groups	214.483	347	.618		
Total	225.429	349			

INTERPRETATION:

The analysis of table shows that the Developing Employees Skills and Knowledge differed significantly among three groups. The F value shows 8.854 and the p value is less than .000. The employees having more relationship in workman categories (mean value = 4.01) than in executive and supervisor, as the mean values are 3.95 and 3.54 respectively. H0: there is a significant difference between the Developing Employees Skills and Knowledge and training and development programs offered to them

VI. FINDINGS

- Majority 58% of the respondents are male
- Majority 45% of the respondents are between the age group of 26-35 years.
- Majority 85% of the respondents agree that their company provide training for the employees.
- Majority 62% of the respondents chose on the job.
- Majority 90% of the respondents agree that training is well planned in their organization
- Majority 70% of the respondents agree that they are satisfied with the selection of candidates of training
- Majority 50.2% of the respondents say that the training is given more to junior staff in their company
- Majority 46.3% of the respondents say that new technology, community needs and process is very important in assessing training needs
- Majority 85% of the respondents agree that training helps in performing job more enthusiastically.
- Majority 94.9% of the respondents agree that training has helped in changing the attitude of the employees.
- Majority 60% of the respondents say that they had undergone both the training program.
- Majority 50% of the respondents say that their company conducts training program every year.

- Majority 79% of the respondents say that the developmental activity helps the management in analyzing, forecasting, identifying and planning changes needed in a company HR's area.
- Majority 92% of the respondents agree that the training program are helpful in personal growth.
- Majority 62% of the respondents say that the HR department is involved in assessing the process in organization.
- Majority 45% of the respondents strongly agree that the training program are helpful in long run.
- Majority 32% of the respondents strongly agree that the that the instructor responses to trainees' doubts.
- Majority 33% of the respondents strongly agree that training has helped reducing absenteeism.
- Majority 88.4% of the respondents agree that training has helped to improve their work efficiently.
- Majority 52% of the respondents strongly agree that training reduces constant supervision.

VII. SUGGESTIONS

It is suggested that the management has to take the following steps that are necessary for the effective utilization of training programs by the employees in SANSIS AUTOMATIONS.

- For a few technical departments at SANSIS AUTOMATIONS, some advanced training is required.
- Training should be a continuous process i.e.; it should be conducted/imparted at regular intervals.
- The HR department should hold initiatives such as workshops and presentations on key issues to always inspire and enable workers to work.
- Progression status of the employees for each and training should be monitored.
- Rewards should be given to the employees who contributed the best in the training programs which they have attended.
- It was suggested that with the intervention of new technology Training Methodology can be enhanced facilitating the need of the day.

VIII. CONCLUSIONS

The study “on Training and Development of employees in SANSIS AUTOMATIONS highlighted that almost all employees are satisfied with their training. Though training is imparted to the workers both by the internal and external faculty on a whole gamut of work-related activities, it is the internal faculty who could successfully transmit the ergonomic knowledge and translate the same into the requisite skills in practice particularly with the workers in a conducive job ambience and the easily comprehensible vernacular version used by them.

From the above data we can see that to enhance the effectiveness of Training and Development of employees in SANSIS AUTOMATIONS, Coimbatore. The feedback of the employees is considered and we can estimate about the important areas progress in training and development.

There is a good progress in the Commitment in Training, Subordinate Development and Application in learning areas. Whereas we can see those areas like Training Nomination Process, Knowledge Sharing Culture. Training Infrastructure has to be developed.

Knowledge sharing culture can be done by making employees to share their knowledge by making presentations in departmental wise. Feedback has to be given regarding changes to be made in presentations. So that it leads to development of the employee. Training Infrastructure development will be taken by the EDC's (Employee Development Centre).

Therefore, it is concluded that the attitudes and perceptions of employees towards training and development in SANSIS AUTOMATIONS was very good.

IX. REFERENCES

- Mahadevan, Ananthalakshmi, and Ming Hsiang Yap. “Impact of Training Methods on Employee Performance in a Direct Selling Organization, Malaysia.” *IOSR Journal of Business and Management (IOSR-JBM)*, vol. 21, no. 10, 2019, p. 8.
- shafiq sumaiya, and Sahibzada Muhammad Hamza. “THE EFFECT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE IN PRIVATE COMPANY, MALAYSIA.” *International Journal of Education, Learning and Training*, vol. 2, no. 2, 2017, p. 15.
- Otuko, Ashikhube Humphrey, et al. “Effect of Training Dimensions On Employee’s Work Performance: A Case Of Mumias Sugar Company In Kakamega County.” *International Journal of Business and Management Invention*, vol. 2, no. 9, 2013, p. 12. [www.ijbmi.org/papers/Vol\(2\)9/Version-1/R029101380149.pdf](http://www.ijbmi.org/papers/Vol(2)9/Version-1/R029101380149.pdf),
- Singh, Tarun. “Efficacy of Training and Development Programs on Employees Productivity at Bharat Heavy Electricals Limited.” *International Journal of Allied Practice, Research and Review*, vol. 2, no. 2, 2015, p. 9.
- Ampomah, Philipina. “The Effect of Training and Development on Employee Performance in a Private Tertiary Institution in Ghana” (Case Study: Pentecost University College (Puc) - Ghana).” *Asian Journal of Social Sciences and Management Studies*, vol. 3, no. 1, 2016,
- Subba Rao .P, “Essential Of Human Resource Management And Industrial Relations”, Himalaya Publishing House, Mumbai, 2000.
- Louis R.Gomtz Mejia Et.Al: *Managing Human Resources*, Pearson Education 2001
- *Expatriate Training And Development*: Mark E. Mendenhall1, Günter K. Stahl2
- Phillips, J.J *Handbook of Training Evaluation and Measurement Methods*, Edition 2_2003_Pg 212_ Gulf Publishing Co