

The study on Impact of training and development programme on employee performance and productivity

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ABSTRACT- Training is effort initiated by an organization to foster learning among its workers, and development is effort that is oriented more towards broadening a individual's skills for the future responsibility. Training and development are a continuous effort designed to improve employees' competence and organize performance as a goal to improve on the employees' capacity and performance. Human Resource Management has played a significant role in the economic development of most developed countries like Britain America and Japan. In a developing country like Cameroon, with its rich natural resources and financial support, one can also experience such economic success if the appropriate attention is given to the development and training of her human resources. Every aspects and activities in an organization involves people. For instance, a manager will not be successful if he has subordinates who are not well equipped with skills, knowledge, ability, and competence. To run an organization, be it big or small, requires staffing the organization with efficient personnel. Specific job skills, ability, knowledge and competence needed in the workplace are not efficiently taught `in the formal education. As such, most employees need extensive training to ensure the necessary to bring out substantive contribution towards the company's growth. For employees to be flexible and effective in their job, they need to acquire and develop knowledge and skill, and for them to believe that they are valued by the organization they work for, then they need to see valuable signs of management commitments to their training needs. Each new employee must be properly trained not only to develop technical skills, but to make them an integral part of the organization. Training and development is an aspect that must be faced by every organization, and its major aim is to improve the employees' competencies such that the organization can maximize effectiveness and efficiency of their human resources.

INTRODUCTION- Human resource management is a separate and specialized function which all managers need to perform. It is that branch of management which is concerned with the recruitment, selection, development and the best use of employees. Thus, human resource management ensures that every employee makes his maximum contribution to the achievement of organizational goals. The human resource management that we find today is the result of a number of significant inter-related developments since the era of industrial revolution.

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Basic Research Questions -A study on the relationship between training and employees performance. intends to give answer to the following questions:

1. How does an employee perceive the overall training program of the company in terms of capacity development?
2. What policy and strategies are in place by the management to boost employee performance for quality products and completion?
3. What are the positive and negative effects of training on employees' performance?
4. What major challenges are encountered in conducting training at all levels?

Research Objectives-

- In lieu of answering the above research questions, the study will address the following objectives:
- General Objective The broad objective of this study will be to examine the effect of training on employees' job performance.
- Specific Objectives Specifically the research seeks:
 - To explore the relationship between training provided and employees performance;
 - To indentify the positive and negative effect of training on employees performance;
 - To examine how training contribute to the individual performance and productivity;
 - To inform the company establish guidelines and solutions to improve its existing training policies and programmes.

Statement of the Problem -

To study the Impact of training and development on employee productivity and performance.

REVIEW OF LITERATURE- HRM can be described as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. It has a strong conceptual basis drawn from the behavioral sciences and from strategic management, human capital and industrial relations theories| Armstrong (2010:8).

Human Resource Management involves the management of the human resources needed by an organization and also being certain that human resource is acquired and maintained for purposes of promoting the organization's vision, strategy and objectives. In other words, HRM focuses on securing, maintaining, and utilizing an effective work force, which organizations require for both their short and long term survival in the market. In order for HRM to achieve its organizational objectives, managers should perform a number of basic functions which represent what is often referred to as the management process. It is worth noting that in the existing management literature, HRM functions have been differently classified by different researchers despite the fact that they all serve the same purpose of making available effective human resources. The basic functions being referred to above are human resource planning, organizing, staffing, leading, and controlling. In relation to the above and a focus in this study are Briscoe's (1995) —core HRM functions namely staffing, training and development, performance appraisal, compensation and benefits, and finally union and employee relations and health and safety.

HRM can be defined as —The process of analyzing and managing an organization's human resource needs to ensure satisfaction of its strategic objectives (Hellriegel, Jackson, Slocum and Staude, 2008) and —The policies and practices involved in carrying out the 'people' or human resources aspects of a management position, including recruitment, screening, training and appraising (Dessler, 2008).

RESEARCH METHODOLOGY-This chapter focuses on the research design, data sources, and population and sampling techniques, method of data analysis collected from Pacific Access Healthcare Organisation. **Research Design**-A research design is a conceptual structure that shows how all the major parts of the research project come together; it constitutes the blueprint for the collection, measurement and analysis of data. In this study, the researcher adopted descriptive research design method in order to collect detailed and factual information, since; the aim of the research is to describe the effects of training on employees' performance. Quantitative research design method was used. Thus, applying this technique helps to obtain the desired data type for the study.

Data SourceTo obtain relevant, detailed and factual information about the effects of training on employees' performance, applied both primary and secondary data collection methods. The primary data was collected from sales men, sales supervisors, sales team leaders, district managers, department managers and human resource and training staffs through questionnaire. Secondary data was collected from company manuals, web address, related literatures and others.

Test of Hypotheses-The data collected is used in this part to test the hypotheses established in chapter one previously. The researcher used the Ordinary Least Square Method to evaluate the quality of the relation between the dependent and independent variables with the aid of Version 23 of the Statistical Package for Social Sciences (SPSS). Therefore, due to its simplicity, the basic regression approach was used and residual squares minimized.

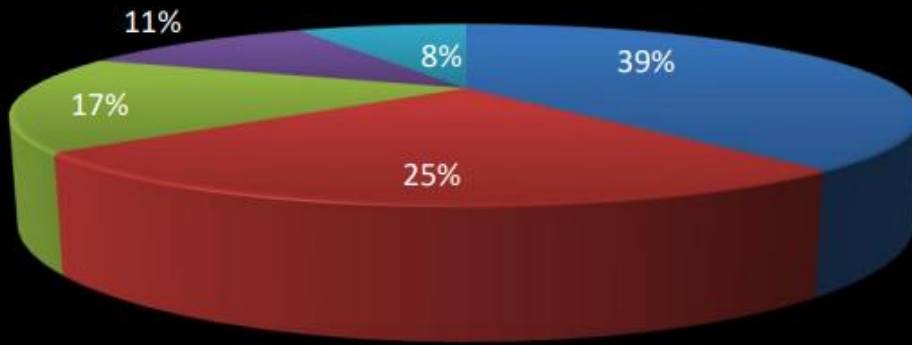
DATA ANALYSIS-

Age Profile of the Respondents

| Variable | Frequency | Percent % |
|--------------|-----------|-----------|
| 16-25 | 78 | 39 |
| 26-35 | 50 | 25 |
| 36-45 | 34 | 17 |
| 46-55 | 22 | 11 |
| 56 and above | 16 | 8 |
| Total | 200 | 100 |

AGE BRACKET OF RESPONDENTS

16-25 26-35 36-45 46-55 56 and above



| S/N | MENTORING | No. of Respondents/ Percentage (%) | | | | | |
|-----|--|------------------------------------|-----------|-----------|-----------|----------|-------------|
| | | SA | A | N | D | SD | Total |
| 1 | My company services, help me do what is right | 88 44% | 72 36% | 24 12% | 12 6% | 4 2% | 200 100% |
| 2 | My mentor helps guide my successful behavior | 80 40% | 64 32% | 20 10% | 22 11% | 14 7% | 200 100% |
| 3 | I have strong confidence and trust in my mentor | 96 48% | 72 36% | 10 5% | 14 7% | 8 4% | 200 100% |
| 4 | My employer recognizes that work has been done well on time | 84 42% | 92 46% | 12 6% | 6 3% | 6 3% | 200 100% |
| 5 | My organization generally provides valuable feedback, insights and support | 100 50% | 80 40% | 4 2% | 16 8% | - - | 200 100% |

Summary of Findings

That the impact of mentoring on employee commitment in Pacific generally provides valuable feedback, insights and support. It is evident with a majority of 100 respondents whom strongly agreed to the assertion.

- i. That job empowerment on employee commitment in Pacific is more respected by subordinates for their judgement and professional experience. This is evident with 49% representing 98 respondents whom strongly agreed.
- ii. . That job delegation impacts employee commitment in Pacific as employees are allowed to decide on assigned tasks. This is evident with majority of 52% representing 104 respondents whom strongly agreed.
- iii. That job rotation has a significant impact on the commitment of Pacific employee. This is because majority of 50% representing 100 respondents strongly agreed that Job rotation help determine the most effective way of employees.

CONCLUSION-The study examined the impact of training and development on employees' performance in Pacific, which the objective generally was to establish the relationship between training and development and employee job performance in Pacific. From empirical findings, it can be obtained that mentoring has a significant impact on employee commitment in Pacific, the delegation of jobs has significant impact on employee commitment in , job Pacific empowerment has a significant impact on employee commitment and rotation of job has a significant impact on employee commitment in Pacific. Every business is likely to realise its return on its investment in training and development of its employee. Employees are essentially an organisation's assets and thus should be regarded as human resources. The more that is invested in them, the more success outcomes that will give the company its competitive advantage can be expected of them. It has been demonstrated by the study that it is through mentoring, job delegation, job empowerment and job rotation that training and development can influence on the employee performance of any business and Pacific in particular. Therefore the study concludes that Training and development are also important to increase employee performance.

ANNEXURE

1. Name

2. Gender

- Male
- Female

3. Age

- 16-25
- 26-35
- 36-45
- 46-55
- 56 and above

4. Impact of mentoring?

- My company services help me do, what is right?
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
- My mentor help me guide my successful behaviour
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
- I have strong confidence and trust in my mentor
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
- My employer recognises that work has been done well on time
 - Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
- My organization generally provides valuable feedback, insights and support
 - Strongly agree
 - Agree

- Neutral
- Disagree
- Strongly disagree

5. Impact on employee empowerment

- I have the means to fulfill my task
 - 1
 - 2
 - 3
 - 4
 - 5
- I have a degree of autonomy and responsibility in my decision-making tasks
 - 1
 - 2
 - 3
 - 4
 - 5
- The empowerment of employees always leads to more organizational answers to problems
 - 1
 - 2
 - 3
 - 4
 - 5
- I have good understanding of the company issues and concerns
 - 1
 - 2
 - 3
 - 4
 - 5
- My supervisor appreciate my judgement and experience in carrying tasks.
 - 1
 - 2
 - 3
 - 4
 - 5

REFERENCES

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https://www.google.com/search?q=research+paper+on+the+topic+impact+of+training+on+employees+performance&rlz=1C1NDCM_enIN1067IN1067&oq=res&gs_lcrp=EgZjaHJvbWUqBggCECMYJzIGCAAQR Rg5MgYIARBFGEAyBggCECMYJzIMCAMQIxnGIAEGIoFMgwIBBAAGEMYgAQYigUyDAGFEAA YQxiABBiKBTIMCAYQABhDGIAEGIoFMhgIBxAuGEMYgwEYxwEYsQMY0QMYgAQYigXSAQkzM zkxajBqMTWoAgiwAgE&sourceid=chrome&ie=UTF-8

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