

TRAINING POLICY AND PROCEDURES ON EMPLOYEE SATISFACTION AND ITS IMPACT ON EMPLOYEE PERFORMANCE

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INTRODUCTION

The world is now becoming concise and the business of any person gets expanded due to the factor of globalization. In today's time, every company must be well built to face any type of challenges in the market. Any company gets an advantage over its competitors on the basis of employees' skill set and knowledge. In any organization, process and training are most necessary functions, as a result in higher performance in any sector and are also an inevitable part of an HR department.

Organizations nowadays face fierce competition as well as a rapidly changing technological and economic environment. The challenges faced by any business organization have increased due to globalization and ever-changing client expectations. It states to face these obstacles, commercial enterprises are attempting to scope their full potential level by providing effective personnel training & development to their employees. They are a valuable asset for any organization since they may either develop or ruin the firm's reputation and have an impact on its profitability.

Training basically focuses on the present-day, i.e., focusing on employees' current employment, particular skills, and ability to execute any task instantly, whereas development improves behaviour, attitudes, & employee performance in a company. It is a method of enhancing an employee's knowledge and abilities for performing a certain job. Training and development are critical components in enhancing the workforce's ability to fulfil company objectives. Training appears to be an effective strategy for dealing with changes

brought on by "technology innovation," "market competition," and "organizational restructuring," and, most importantly, it plays an important role in boosting employee effectiveness.

Existing businesses must deal with the training needs that come with changing and developing industries, varied national viewpoints, and a diverse workforce. Training is critical to achieving the company's objectives while considering the interests of both employees and the company. Training includes, but is not limited to, "software training" and "management training," whereas development focuses on actions that improve employee capacities for future tasks. As a result of the quick rate of technical and worldwide growth, businesses are now confronted with new issues. Technological improvements have increased the need for the talents and capabilities required to do a certain activity. In the view of facing these challenges, the firms should have more enhanced and efficient programs for training.

Training and development are critical instruments for any company to achieve its objectives. The most prevalent fear for businesses, according to Abbas Q. and Yaqoob (2009), is performance. Employee performance and effectiveness were shown to be positively linked and statistically significant in the study. Much research has been undertaken on this issue. Employees regard HRM activities to be a gift, and training is one of the HRM activities for the betterment of employees (Mahbuba, 2013).

Keywords: Training process, Employee training and development, Employee satisfaction, Employee performance

LITERATURE REVIEW

The training process is an important learning component of HR development. According to Abbas Z. (2015), training is a type of critical component that is important for employee growth in order for the company to grow because some individuals lack the required knowledge, enhancing the skills and skill set, capabilities, and knowledge, and thus they are unable to complete tasks on time. As a result, training is defined as a learning activity with the goal of obtaining crucial information and abilities in preparation for employment or labour. The task and work are the main emphasis of training, much as the demand for efficiency and safety in the operation of any plant or equipment, and for the successful sales force, to name a few examples (Cole, 2003).

Employee development involves the upliftment and personal growth of employees, whereas training is the strengthening of competencies connected to a certain job. Obisi Obisi Obisi Obisi Ob (2010). Furthermore, according to Cambell (1972), training improves technical personnel's skill set in a short amount of time for a specific goal, whereas development allows managers to learn more and progress over time in a broad variety of objectives. Furthermore, Armstrong M. (2009) distinguishes training from development, stating that development is a collection of knowledge and skills that aids in the advancement of an individual's future job requirements, whereas training aids in the acquisition of competencies that enable employees to perform better in their current jobs.

The trainer's role is changing, according to Mahbuba (2013), from a passive supply of skills to an active communicator who works to attain both training and corporate goals. The main purpose of the training is to improve employees' knowledge and abilities, as well as their attitude and conduct, so that they can easily adapt to new technology in the workplace. "Turnover" and "absenteeism" will be reduced in the future. Employees that have received proper training perform well in both quantity and quality. There is less wasting of time, money, and resources when staff are properly trained. James and his colleagues (2015).

Manpower upgrade module techniques, according to Adeniyi (1994), include understudy, "work rotation," "self-improvement," and "self-assessment." Nonetheless, Aswathappa (2000) stated that the training and development function must evolve beyond its concentration on techniques and traditional tasks if it is to be effective and provide all predicted returns in the near future. On the other hand, development focuses on enhancing organizational members' knowledge and abilities so that staff are always well-trained and ready to take on new challenges and responsibilities.

Employee Training and Development, on the other hand, achieves a well-maintained balance between "research" and "real-world corporate practices" to provide a foundation in training and development principles such as "needs assessment," "training transfer," "learning environment design," "methodology," and "evaluation," according to McKenna and Beech (2001). (Noe, 2011). Education, training, and professional growth are the most common forms of employee development. It also entails the sharing of knowledge and expertise.

RESEARCH QUESTIONS AND OBJECTIVES

The impact of training and development policies on employee performance was examined and investigated for this study. This research examines the impact of training and development as major HRM practices on employee performance in the workplace. The study's goal is to learn more about

- 1)What factors influence employee performance in terms of training and development?
- 2)How does training and development affect organizational productivity?
- 3)What effect does training have on employee satisfaction?
- 4)Why is staff training important in an organization?

RESEARCH DESIGN AND METHODOLOGY

Sample & Data collection:

A total of ten surveys were sent among the company's employees. The information was acquired when these ten questionnaires were entirely filled out. The response rate was acceptable. The "convenience sampling" method was used in this investigation. The information was gathered by a self-administered questionnaire, and participation was completely voluntary.

Measures taken and scales used:

Two elements were considered in this research: training and development, employee performance, and job satisfaction. In total, ten questions about training and development as well as employee performance were used.

Two questions were borrowed from a job satisfaction study (Cook and Heptworth, 1982). All of the attributes were rated on a 5-point Likert scale, with 5 indicating strong agreement and 1 indicating strong disagreement.

ANALYSIS AND RESULTS

The major purpose of this study is to determine the impact of workplace training and development on employee performance. A sample of respondents in this survey provided information on the impact of training and development on employee performance, motivation, and job satisfaction in the workplace.

The findings of this research study, as well as the subsequent assessment of the responses, reflect the major sectors of "training" and "development," as well as the challenges they pose to "employee performance," "motivation," "retention," and "morale." A total of thirty (30) workers were chosen at random to complete the structured questionnaire. The following is a survey data analysis:

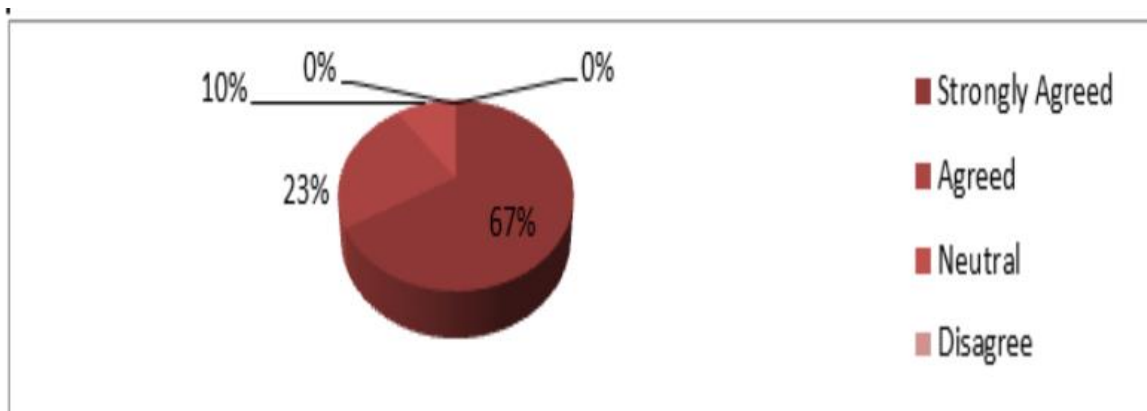


Figure 1: Do you believe that your company's training is sufficient for an employee to meet his or her performance goals?

According to the graph above, 67 percent of polled employees strongly feel they will be able to improve their performance after receiving suitable training, while 23 percent agree and roughly 10% stay neutral.

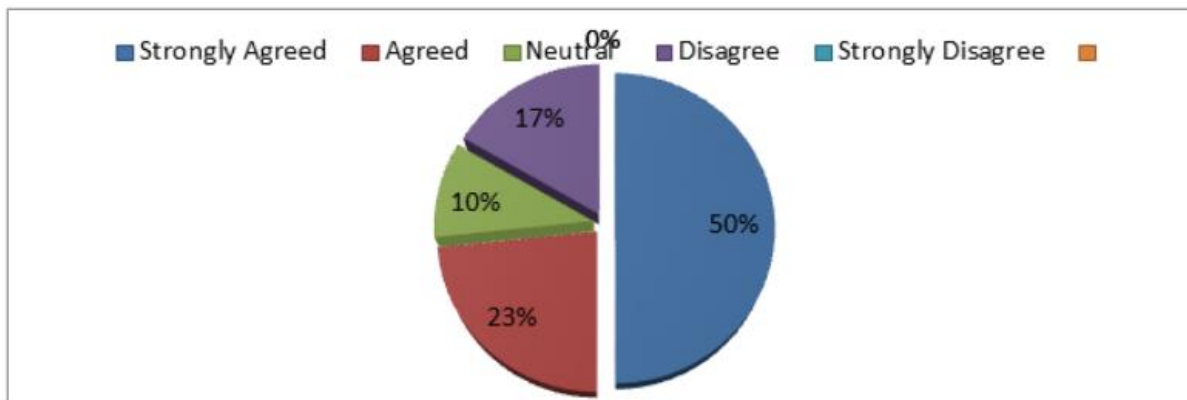
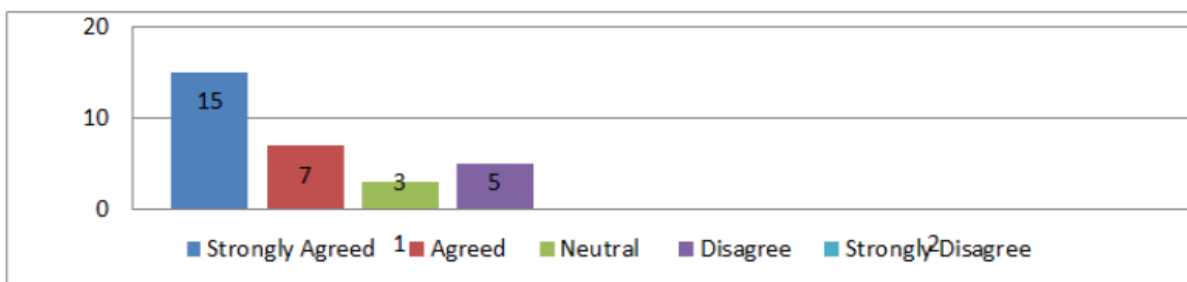


Figure 2: Do you believe the training and development modules have a beneficial impact on the organization's development?

According to the graph above, 50 percent of the employees polled strongly agree with this statement, while 17 percent disagree. Furthermore, 23% of employees agree with the remark, while 10% take a neutral stance.



From the above graph, it can be clearly observed that out of 30 employees, 15 of them strongly agreed with the question whereas just 7 of them just agreed. 5 of them disagree with the statement and 3 of them take a neutral stand. Therefore, it can be inferred that training impacts hugely on employee performance.

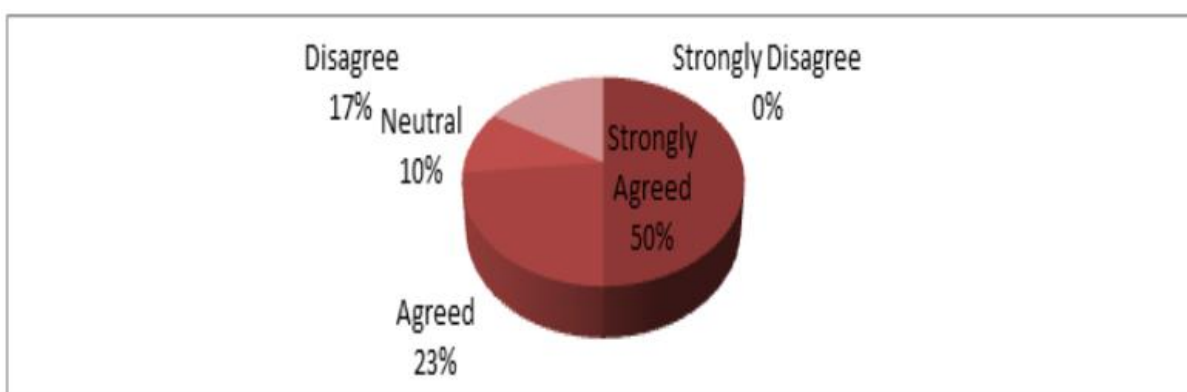


Figure 4: Do you feel satisfied with your career because of the training you received?

From the above graph, it is clearly observable that 50% percent are satisfied with their job after training, 23% agreed with the statement. Moreover, 17 percent of employees just disagree with this statement & 10%

remain neutral. Even if the employees are satisfied with the training the company should continuously update their training modules for the betterment of employees keeping in mind the best in the interest of employees.

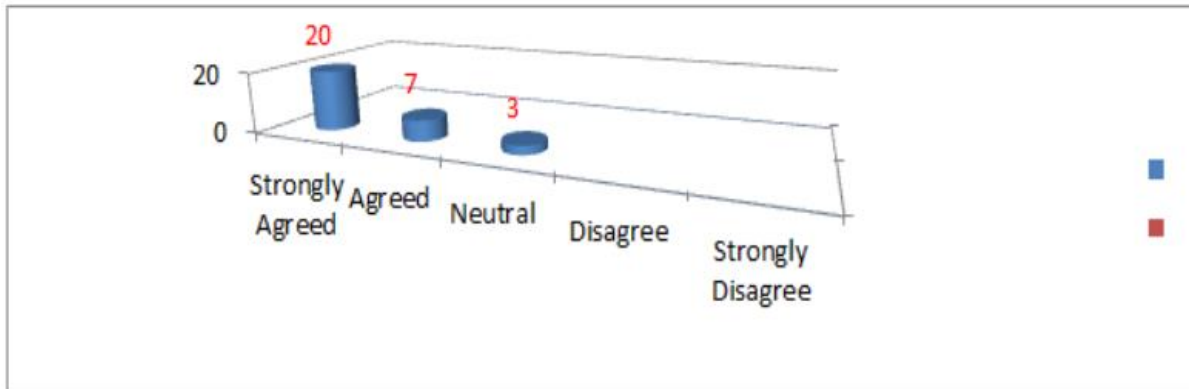


Figure 5: Does the training provided enhance your productivity and your performance?

Responses	Frequency	Percentage
Yes	50	71.43
No	20	28.58
Cant say	/	/
Total	70	100%

Table 1: Is the training program necessary for better performance and productivity of the employees?

From the above analysis, it is clearly visible that around “71.43” of employees believe that training is necessary whereas around “28.58 disagree with the statement.

Responses	Frequency	Percentage
Yes	50	71.43
No	10	14.29
Cant say	10	14.28
Total	70	100%

Table 2: The frequency with which you develop and train has a positive impact on your performance.

According to the above chart, out of 50 employees surveyed, 71.43 percent believe that training has a beneficial impact on the organisation, whereas 14.29 percent disagree and 14.28 percent have no idea.

Responses	Frequency	Percentage
On the job	50	71.43
Off the training	20	28.58
External training	/	/
Refresher	/	/
Mentoring	/	/
Total	70	100%

Table 2: Type of training received from the company has a direct impact on your performance

The above table shows that 71.43% of employees agree to on-the-job training affects their job performance in a positive way whereas 28.58% of employees agree that off-the-job training affects their performance.

Responses	Frequency	Percentage
Quarterly	45	64.29
Twice in a year	15	21.43
Once in a year	10	14.29
Rarely	/	/
None	/	/
Total	70	100%

Table 3: How often does the organization provide training to enhance performance

The above table shows that out of 70 employees surveyed 45 of them agree that quarterly training enhances their performance, 15 employees believe that twice a year training helps in the performance improvement & 10 of the remaining believed that once a year training is enough.

Responses	Frequency	Percentage
True	20	28.58
False	50	71.43
Total	70	100%

Table 4: The training module helps in job satisfaction to improve the quality of work-life

The above table shows that out of 70 employees surveyed 20 believe that training programs provide job satisfaction and 50 believe that job satisfaction is never created from the training programs. It shows a majority of the candidates do not agree with the statement.

DISCUSSION AND FINDINGS

Training is believed to be the most powerful motivator, with several potential advantages for both individuals and companies and it aids in the achievement of organizational goals. The goal of this study was to see how training and development affected employee performance. The purpose is to investigate and assess the impact of staff development and training on performance. A sample of 70 respondents was chosen to achieve these objectives. According to the study's findings, the typical employee strongly believes that training improves knowledge, abilities, and skills & also provides job satisfaction. This remark is comparable to Ewuim and Ubochi's (2007) point of view. In general, better employee productivity is dependent on effective training.

RECOMMENDATION

Many businesses have realised the need of training and development programmes in improving their employees' abilities, efficiency, and performance in order to reap the benefits of the training modules. Training and development, according to the research, have a major impact on employee performance. Every employee in any organisation believes that the training and development they receive is beneficial to their overall performance. Employers should have access to more training programmes in order to reduce the cost of recruiting and training new staff. Following training, it is also noted that offering feedback to employees is encouraged so that employees are aware of areas where they can improve their performance.

CONCLUSION

Training and development are key components of human resource management. Individuals will be more than competent if they have the knowledge and competence to do the task. It is vital for businesses to select talented and capable personnel in order to boost performance. Employees would benefit from training and development if they wanted to progress their careers and positions within the company.

As a result, the purpose of this study is to look into the impact of training and development on employee performance. As a result, the HR Department is continually hiring skilled workers from a variety of sectors and providing training to deal with global challenges. Companies retain talents in the firm through a variety of HRM activities and training modules, as well as ensuring a career path for employees to act and perform more effectively and efficiently in order to contribute significantly to the company.

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