



IMPACT OF TRAINING ON EMPLOYEES PERFORMANCE

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ABSTRACT: Employees are the major assets of any organization. Every organizations 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. Keywords: Training, Development, Job Satisfaction, Employee, Performance.

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INTRODUCTION

We are living in a global village. The world is becoming smaller and our business is becoming larger as the result of globalization. In this regard the companies must be competitive to face the challenges of the globalization. The competitive advantages of the firm depend on the knowledge and skills possessed by the employees (Drucker, 1999). Training and development have become one of the necessary functions in most organizations, because they lead to high performance in the same field and are important part of human resource department, it has a significant effect on the success of an organization through improving employee performance. There is significant positive relationship exists between employee training and development and the employee performance (Naveed, 2014). Current organizations are facing extensive competition, continuously changing technological and business environment. Globalization and ever changing customer needs have added up more challenges on business organizations. In order to meet these challenges, the industries are seeking to reach its targeted profit level by ensuring proper training and development of employees. Employees are most precious asset for any company as they can build up or destroy reputation of company and they can effect profitability. Training is more present-

day oriented that focus on individuals" current jobs, specific skills and abilities to immediately perform their jobs while development enhances behaviors, attitudes and improves employee performance in an organization. It is the process of increasing the knowledge and skills of an employee, for doing a particular job. Training is of much significance in achieving the objectives of the organization by keeping in view the interest of employees and organization. Development is a long term education process utilizing a systematic and organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. Training and development proves to be a parameter for enhancing the ability of the workforce for achieving the organizational objectives. Training is seen as a useful means of coping with changes fostered by technological innovation; market competition, organizational structuring and most importantly it plays a key role to enhance employee performance. Thus the objective of this study is to show the impact of training and development on employees" performance.

2. LITERATURE REVIEW

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); Rajasekarand 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.

3. Training

While Having selected the most suitable persons for the various categories of jobs in the concern thou education improves the knowledge and understanding of employees in a general way, training an at increasing the aptitudes, skills and abilities of the workers to perform specific job. A p capable and competent, cannot do his best at a job unless he is systematically trained in methods of work. The advantages of a training programme are obviously numerous. In the first place, training brings about an improvement of the quality and quantity of outpu increasing the skill of the employees. A novice, who has just started working without proper training will normally produce less than another person who has been systematically trained In fact, quality of work done by him may not be up to the mark for lack of proper training

Secondly, trained personnel will be able to make much better and more economical use of mat and equipment than untrained employees, thus reducing the cost of production.

Thirdly, since trained personnel will commit very few mistakes, the management can well afford to focus its attention on planning the work and encourage expert workers.

Fourthly, training also helps inly be supreden men and in locating mistakes in selection An unsuitable trainee, on the other hand, will show absolutely no interest in training for the le The promising trainee will naturally be discovered from his quick understanding of instruction concerned.

Lastly, training will create a feeling among the workers that they are being properly cared for and that the employer is sincere to them. This will improve relations

between the employers and employees It, on the contrary, the workers are not fully trained in the correct methods of work, unwholesome developments may follow. The level of output and the quality of work may be poor. Untrained werken may develop a feeling of dissatisfaction towards their jobs and may leave the concern quite frequent and in large numbers, making for a high percentage of labour turnover with its attendants evils.

Types of Training

Trainingprogrammes may be arranged by industrial concerns for different specific purposes Accordingly, training of workers may be of the following type:

❖ **Induction Training**. Induction refers to the initial training provided to workers on their admission to an organisation. The object of such training is to introduce the workers to the organisation and familiarise him with it. Under such a programme, therefore, the worker may be given a general idea about the products manufactured by the organisation, the history of the organisation and its rules, working conditions, etc.

❖ **Job Training**: Such training is provided to workers with the object of increasing their knowledge about their respective jobs as also of enhancing their efficiency. It enables the workers to know the correct methods of handling the equipment and materials at their jobs. Since the workers have to undergo training in all the processes connected with their job, they can avoid the accumulation of work at vital points (ie, bottlenecks) and can take necessary precautions against the possibilities of accidents.

❖ **Training for Promotion**. In most of the organisations, at least some of the vacancies are filled through promotion from amongst existing workers. This provides encouragement to workers to work for promotion. Before, however, workers are promoted to occupy superior positions in the organisation, it is necessary to provide some training to them so that they are well prepared to shoulder their new responsibilities.

❖ **Refresher Training**, Workers may be formally trained for their jobs in the beginning when they work. But with the passage of time, many of the methods and instructions may hit of or forgotten. Refresher training is meant for reviving them in the minds of the be lost s workers through short term courses.

Methods of Training

The following methods are usually adopted by industrial concerns to provide training to their employees:

On - the - job Training.

Under this method, the worker is put on a machine or a specific job in the has to be opened for the trainees and in the course a special supervisor. No special school output. Usually, the experienced workers acting as instructors have neither the time or inclination nor the competence to provide suitable instruction to the trainees. The method can therefore, be successful only if the trainers are well qualified and show enough interest in the of their training, they continue to add to the trainees.

Vestibule Training

A vestibule is a fore court or entrance hall through which one has to pass before entering the main rooms in a house. In vestibule training, therefore, the workers are trained on specific jobs in a special part of the plant. An attempt is made to create working conditions which are similar to the actual workshop conditions. This enables the workers to secure training in the best methods of work and to get rid of initial nervousness. (m)

Apprenticeship Training

This method of training is in vogue in those trades, crafts and technical fields in which a long period is required for gaining proficiency. The trainees serve as apprentices to experts for long periods, say, seven years. They have to work in direct association with and also under the direct make the trainees all-round crafts supervision of their masters. The object of such training is to The apprentices are paid their remuneration according to the apprenticeship agreements

❖ **Internship Training**. This method of training refers to a joint programme of training in which the technical institutions and business houses co-operate. The object of such co-operation is to provide such training that will bring about a balance between theory and practice. For this purpose students may be sent to factories for practical training in between their terms at their schools.

❖ **Learner Training**. The "learners" are those who join industry for semi-skilled jobs without any prior knowledge about the elements of industrial engineering. They have, therefore, to undergo a programme of education and training. For this purpose, it may become necessary to send them to vocational schools for some time for the study of arithmetic, workshop mathematics and learning operation of machines. After this they may be assigned regular production jobs.

Training and Development

in a rapidly changing society, employee's training and development are not only an activity that desirable but also an activity that

an organization must commit resources to if it has to maintain a viable and knowledgeable work force. Training is a process of learning a sequence of programmed behaviour. It is application of knowledge. It gives people an awareness of the rules and procedures to guide their behaviour. It ps to improve their performance on the current job or prepare them for an intended job. Development e process. It covers not only those activities which improve job performance but also those bring about growth of their personality: help individuals in the progress towards maturity and alization of their potential capacities. In organizational terms, it is intended to equip persons to earn promotion and hold grater responsibility. training a person for a bigger and higher job is development.

4. OBJECTIVES OF THE STUDY

The study investigated the impact of training and development on employee performance. This research work looks at training and development as an HRM practices and its effect on employee performance in the organization. Definitely, the aim of the study is to find out: → The factors affecting training and development of employee performance →The impact of training and development on organizational productivity → The impact of training on employee satisfaction. → The need of employee training in organization.

5. METHODOLOGY OF THE STUDY

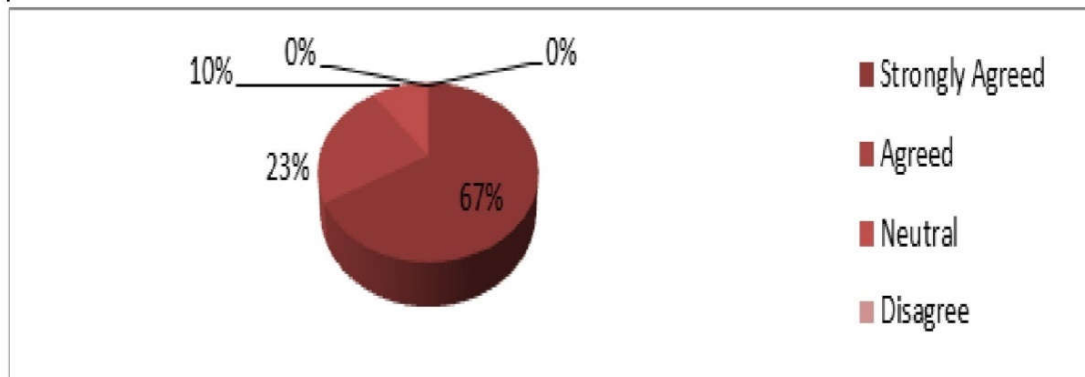
5.1. Sample and Data Collection

10 questionnaires were distributed among the different employees in the organization. 10 questionnaires were completed information required. The response rate was agreeable. Convenience sampling technique was used for this study. The data was gathered by using self-administered questionnaire and the participation was voluntary.

5.2. Measures and Scales

Two variables were used in this study i.e. Training and development, employee performance and job satisfaction. Equally 10 questions of training and development and employee performance were used. Job satisfaction had 2 questions which were adopted from the study. All variables were measured using a 5-point liker scale in which 5 represented strongly agree to 1 which is stronglydisagreeing.

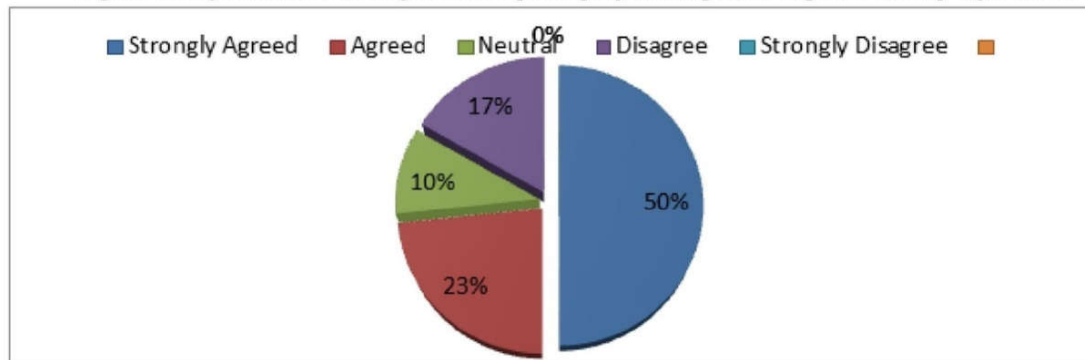
Figure 1: Do you think your organization's provided trainings are enough for you to achieve your performance objectives?



Source: Questionnaire Survey

From this chart it can be said that, 67 percent employees are strongly believed that they can improve their performance after getting training where 23 percent are agreed with this training content and 10 percent are remain neutral to vote for the training provided by the organization.

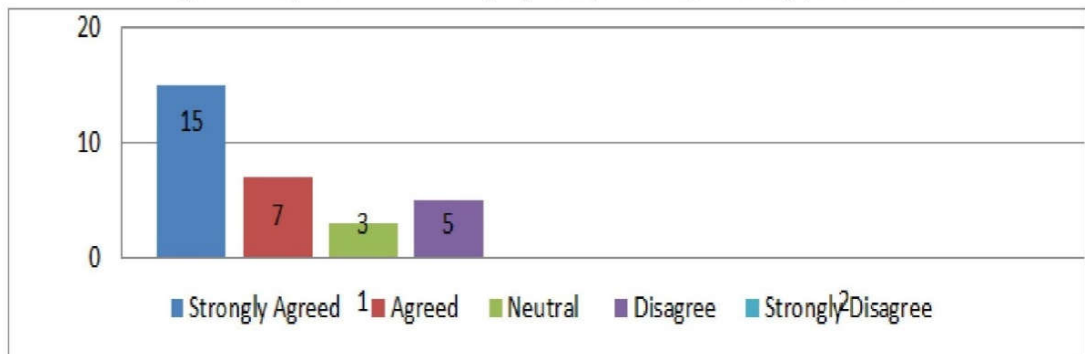
Figure 2: Do you think the training and development program has positive impact to develop organization?



Source: Questionnaire Survey

This chart is telling that 50 percent employees are strongly agreed with this statement. 17 percent are disagreed with this content. On the other hand 23 percent are agreed with this statement, but 10 percent are not expressing their opinion.

Figure 3: Do you think the training improves your skills, knowledge, and attitude?



CONCLUSION

Training and Development is an important aspect of human resource management. It is important for organization to get skilled and capable employees for better performance, and employees will be than competent when they have the knowledge and skill of doing the task. Training and Development would provide opportunities to the employees to make a better career life and get better position in organization. Therefore, the purpose of this study is to analyze the impact of training and development on employee performance. HR Department is continuously hiring skilled people from wide market and thus provides trainings to cope with global challenges. Through various HR activities and training programs they retain talents in the organization, ensure career path for performers to perform more efficiently and effectively to contribute more and more.

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