



A STUDY ON EFFECTIVENESS OF TRAINING AND DEVELOPMENT AND ITS IMPACT ON PERFORMANCE OF EMPLOYEES

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Abstract

The idea of Training and Development is a subsystem of an organization which emphasizes on the improvement of the performance of individuals and groups. Training is an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of the employees. Good & efficient training of employees helps in their skills & knowledge development, which eventually helps a company improve. The study on the effectiveness of training and development and its impact on performance of the employees of Tropical Agrosystem, focused on enhancing employees' technical skills and behavioural skills by providing suitable training methodology. The primary data for the study was conducted through a questionnaire. The sample size of the study was 77 and the sample design adopted was Convenience sampling.

Key words: Training, Development, Effectiveness, Performance, Employees.

I. Introduction

Training and development describe the formal and ongoing efforts that are made within organizations to improve the performance and self-fulfillment of their employees through a variety of educational methods and programs. In the contemporary place of work, these efforts have taken on a broad array of applications from training in highly specific job skills to enduring professional development. In recent years, training and development have emerged as a prescribed business function, a vital element of the approach, and a recognized profession with diverse theories and methodologies. More and more companies of all sizes have embraced persistent learning and other aspects of training and development as a means of enhancing employee growth and acquiring a highly skilled job force. In fact, the quality of employees and the persistent improvement of their skills and output through training are now widely recognized as vital factors in ensuring the long-term accomplishment and profitability of small businesses.

The concept of training and developments are used jointly to describe the overall enhancement and learning of an organization's employees. However, while closely related, there are significant differences in the terms that center on the scope of the function. In general, training programs have very specific and experimental goals, like operating a particular piece of machinery, understanding a specific process, or performing certain procedures with great precision. Developmental programs, on the other hand, focus on broader skills that are appropriate to a wider variety of situations, such as decision. Training and development however, have a lot of similarities which is often difficult to make a distinction and as such are used interchangeably with leadership skills, and goal setting.

II.Objectives

- To understand the training needs of employees.
- To study the impact of training and development on the overall productivity of the organization

III. Review of Literature

Aruna Shantha (2019) identified two dimensions (Training Content and Trainers) that have a positive significant relationship with the employee performance on training. The firm should put a big effort to enhance those two dimensions in order to increase employee performance. Even though two dimensions (Training Evaluation and Learning Culture) do not have a significant relationship with employee performance in this study. The demographic profile of the above results obtains from employees who were male, educated, young employees,



and less than two-year experience the majority of the employees in a firm. It was found that allocating more time to training thereby avoiding a rush of having to complete training by a particular time period.

N. Veena and P. Asha Latha (2018) states that training and Development are very important for any organization. He states that the predominant cause of the training program is aptly performing in the company. In spite of certain gaps, the employees are performing their jobs to meet the expectations, if training and development taken more seriously the company can achieve great heights .

T. Sreerekha and H. Labiba (2018) states that training and development programs play a vital role in every organization. The major areas where employees were trained in the organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem-solving techniques, Managerial and Supervisory Training Program, and so on. Training enables the employees to develop their skills within the organization and hence naturally helps to increase the organization's market value, earning power of the employees and job security of the employees. Training portrays the employee's attitude and helps them to achieve better cooperation within the organization. Training and Development programs improve the quality of work-life by creating a supportive workplace. It can be concluded that the study believes if the training and development and HR department in the organization consider the suggestion and implement in the future the training programs offered it will be effective and will serve the need of the employees by increasing their efficiency.

Sumaiya Shafiq and Sahibzada Muhammad Hamza (2017) identified that training and development will give benefits for employees such as a better position and better career life and it makes the efficiency of the organization enhance. It was found that training and development will give benefits for employees such as better positions and better career life and it makes the efficiency of the organization enhance. Job enrichment is the independent variable that has a significant positive impact on the dependent variable (Employee Performance) while the other independent variables are deemed to be insignificant drivers in influencing the employee performance.

V. D. D. Divate (2017) states that the institutes should concentrate on a small percentage of respondents who are not satisfied with training programs as they did not help the faculty to overcome their shortcomings or work-related problems. The training and development programs are found to be effective, credible, and commendable, which improves the performance of the employees in the organization.

IV. Research Methodology

Research Design: This research deals with descriptive research type. It includes surveys and fact-finding inquiries of different kinds.

Sampling Method: In this research, a systematic sampling method is used to collect the primary data by using a questionnaire. The total sample size of 77 has been taken for this study. Both male and female employees have been interviewed. The data was collected through a structured questionnaire.

Pilot Study

A pilot study is a small-scale preliminary study conducted in order to evaluate the feasibility, time, cost, adverse events, and effect size (statistical variability) in an attempt to predict an appropriate sample size and improve upon the study design prior to performance of a full-scale. Pilot study was conducted with 8 respondents.

RELIABILITY TEST:

Table 1 showing the reliability test



Case Processing Summary			
		N	%
Cases	Valid	8	100.0
	Excluded ^a	0	0.0
	Total	8	100.0

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.834	.884	31

Inference: Cronbach alpha value of the reliability test is 0.884 which is more than 0.75. Hence the questionnaire is highly reliable.

V. Data Analysis and Interpretation

Table 2 showing the Chi Square for methods of facilitation of the training and various department in the organisation

Null Hypothesis (H0): There is no significant association between the methods of facilitation of the training and departments.

Alternate Hypothesis (H1): There is a significant association between the methods of facilitation of the training and departments.

Department * What are the methods of facilitation at the training you have attended? Crosstabulation			What are the methods of facilitation at the training you have attended?					Total
		Lecture	Demonstrations	Discussions	Presentation	Seminar		
Department	Finance	Count	2	1	1	12	2	18
		Expected Count	1.2	3.7	2.6	8.9	1.6	18.0
	HR	Count	2	0	3	4	2	11
		Expected Count	.7	2.3	1.6	5.4	1.0	11.0
	Marketing	Count	0	1	1	11	0	13
		Expected Count	.8	2.7	1.9	6.4	1.2	13.0
	Production	Count	1	4	3	3	2	13
		Expected Count	.8	2.7	1.9	6.4	1.2	13.0
	Sales	Count	0	10	3	8	1	22
		Expected Count	1.4	4.6	3.1	10.9	2.0	22.0
	Total	Count	5	16	11	38	7	77
		Expected Count	5.0	16.0	11.0	38.0	7.0	77.0

Chi-Square Tests

Value	df	Asymp. Sig. (2-sided)
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Pearson Chi-Square	31.652 ^a	16	.011
Likelihood Ratio	35.610	16	.003
N of Valid Cases	77		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .71.

Symmetric Measures

	Value	Approx. Sig.
Nominal by Nominal Phi	.641	.011
Nominal by Nominal Cramer's V	.321	.011
N of Valid Cases	77	

- a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

Inference

Since the significance level is less than 0.05, the null hypothesis is Rejected. Hence, there is a significant association between the methods of facilitation of the training and departments with regards to Finance department, HR department, Marketing department, Production department, and Sales department. The variations between the methods of facilitation of the training and departments can be caused by the different needs of the various departments in account of the methods of facilitation. This test denotes that the employees of Finance, HR, and Marketing departments prefer Presentations and Production and Sales department prefer Demonstrations

Table 3 showing the Independent sample t test for training needs and gender:

Null Hypothesis (H0): There is no significant relationship between the training needs of the employees and gender

Alternate Hypothesis (H1): There is a significant relationship between the training needs of the employees and gender

Group Statistics						
	Gender	N	Mean	Std. Deviation	Levene's Test for Equality of Variances	
					F	Sig.
Does the training provided helps to enhance the leadership skills?	Male	58	4.45	.597	4.728	.033
	Female	19	1.32	.478		
Do you agree that Training and Development provides an insight on the factors to manage change?	Male	58	4.69	.503	.759	.386
	Female	19	1.42	.507		
Do you agree that the training provided promotes problem solving activities?	Male	58	4.50	.600	7.855	.006
	Female	19	1.26	.452		
Does the training given meet the customer	Male	58	4.69	.467	1.997	.162



service needs of the organization?	Female	19	1.58	.507		
Does the training provide insights on creative thinking?	Male	58	4.74	.442	4.294	.042
	Female	19	1.42	.507		
Do you agree that training given promotes innovative ideas?	Male	58	4.64	.485	4.971	.029
	Female	19	1.68	.671		

Inference

Since the significance level is less than 0.05 The null hypothesis is Rejected. Hence there is a significant relationship between the training needs of the employees and gender with regards to enhancement of the leadership skills, promotion of problem-solving activities, provide insights on creative thinking, and promotion of innovative ideas. The variations between the training needs of the employees and gender can be caused by the difference in the perception of both the genders.

Since the significance level is more than 0.05 The null hypothesis is Accepted. Hence there is no significant relationship between the training needs of the employees and gender with regards to providing insights on factors to manage change, meeting the customer service needs of the organization. The association between the training needs of the employees and gender can be caused by the common aspects such as resistance to change and customer needs between both the genders.

VI. Discussions and Implications

- There is a significant association between the methods of facilitation of the training and departments with regards to Finance department, HR department, Marketing department, Production department, and Sales department. The variations between the methods of facilitation of the training and departments can be caused by the different needs of the various departments in account of the methods of facilitation. This test denotes that the employees of Finance, HR, and Marketing departments prefer Presentations and Production and Sales department prefer Demonstrations.
- There is a significant relationship between the training needs of the employees and gender with regards to enhancement of the leadership skills, promotion of problem-solving activities, provide insights on creative thinking, and promotion of innovative ideas. The variations between the training needs of the employees and gender can be caused by the difference in the perception of both the genders.
- There is no significant relationship between the training needs of the employees and gender with regards to providing insights on factors to manage change, meeting the customer service needs of the organization. The association between the training needs of the employees and gender can be caused by the common aspects such as resistance to change and customer needs between both the genders.

VII. Conclusion

The term training is coined at the continued self-development of the employees. Employees are expected to equip and upgrade themselves continuously in an organization. When the employees in an organization are enriching their knowledge from time to time, then definitely that organization will grow to a different level. The study on the effectiveness of training and development and its impact on the performance of the employees focused on enhancing employees' technical skills and human skills by providing suitable training methods.

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