



## Training and Development Impact on Employee Performance

Dr. K. Suguna

Professor, Department of Business Management, Rishi UBR PG College for Women, Hyderabad, India

### ABSTRACT

The analysis was supposed to see the role and impact of training on staff with stress on the lower, middle and high level hands and entire workforce and the administrators, who were randomly selected. The study assessed the training and development method of SSPL (Surana Steel Industry Pvt. Ltd.) and whether or not training has improved worker performance and structure Development. The excellence of Human Capital Management is a plus to any organization and as a result training has become a difficulty that should be Janus-faced by each organization. The amount, and quality service of training and development programs meted out varies vary from organization to organization because markets or new processes, the ability of existing hands and significantly the extent to that the organization supports the thought of internal career development, socio-economical, cultural and technological factors. This study, therefore, wanted to see the impact of training and Development on work performance of Surana Steel Industry Pvt. Ltd. as a case study. The analysis was supposed to see the role and impact of training on staff with focus on the lower, middle level workforce and the administrators, who were randomly selected. A form was structured questionnaire designed to collect primary data from staff of SSPL. Personal interviews were control with some management employees of the organization. The results indicated that SSPL's staff wasn't well sophisticated regarding training and development programmes within the organization. Most of the workers were of the read that training and development were effective tools for each personal and structure success. The findings disclosed that training practices, strategies and activities at SSPL square measure not in line with the most effective practices relating to the planned and systematic nature of the training method as is usually illustrious. It absolutely was suggested among alternative things, that the processes concerned in training be punctually followed, SSPL ought to facilitate its employees

establish their career methods and to guide them within the pursuit of upper education.

*Key Words: Training, Development, Workforce*

### INTRODUCTION

Human resource has become strategic resource to achieve property competitive blessings during this age of globalization. Human capital is that the discriminator between a decent company and an excellent company. Human resource is that the vital additionally the} backbone of each organization and it's also the most Resource of the orga0nization. Human capital is that the discriminator between a decent company and an excellent company. One significant operate of Human Resource Management to the effective use of human resources is training and development. Effective training associated development is an investment within the human resources of a company, with each immediate and long-range return. Training may be a key component for improved performance; it will enlarge the amount of individual and structure competence. Training holds the key to unlock the potential growth and development opportunities to realize a competitive edge. Training programs helps in creating acquaintance of staff with additional advance technology and attaining sturdy competencies and skills so as to handle the functions and basics of new introduced technical instrumentality.

Training facilitates the change of skills and cause increase commitment, well – being, and sense of happiness, so directly strengthening the organization's fight (Acton and Golden, 2002; Karia and Ah-mad, 2000; Karia, 1999). Training has the distinct role within the accomplishment of associate structure goal by incorporating the interests of organization and also the workforce (Stone R J. Human Resource Management, 2002). There's little question that

training is vital all told side for a corporation. Training has historically has been defined because the method by that people amendment their skills, knowledge, attitudes, and/or behavior (Robbins and DeCenzo, 1998). The first role of training is to enhance to enhance ability for current and future duties and responsibilities. Training helps them to vary with aspects like technology and competition (Dessler 2000). Currently a day's training is that the most vital think about the business world as a result of training will increase the potency and therefore the effectiveness of each staff and therefore the organization. Training is vital to reinforce the capabilities of staff. Recent researches reveal that training allows most organizations meet their goals and objectives. In doing therefore staff square measure able to learn new work ideas, refresh their skills, improve their work perspective and boost productivity (Cole 2002). On the one hand, most of the staff want training to per-form their job duties or a minimum of to extend the standard and amount of their work; on the opposite hand, trained and economical personnel is that the most vital success think about achieving the goal of organizations.

#### **DEFINITION OF TRAINING AND DEVELOPMENT**

Definition of training & Development: Improve performance. "Training & Development is associate to conceive to improve current or future worker performance by increasing an employee's ability to perform through learning, sometimes by dynamic the employee's perspective or increasing his or her skills and data."

Training and Development could be a system of a corporation that emphasize on the development of the performance of people and teams. Training is an academic method that involves the sharpening of skills, concepts, dynamic of perspective and gaining a lot of data to reinforce the performance of the staff. Training is concerning knowing wherever you're within the gift and when your time wherever can you reach together with your skills. By coaching, folks will learn new info, new methodology and refresh their existing data and skills.

The motive behind giving the training is to make an effect that lasts on the far side the top time of the training itself and worker gets updated with the new development. Training is offered as ability development for people and teams.

#### **Organizational Development**

Organizational Development could be a method that "strives to make the capability to attain and sustain a replacement desired state that advantages the organization or community and therefore the world around them." (From the structure Development Network website).

#### **LITERATURE REVIEW**

According to the Michel Armstrong, "Training is systematic development of the data, skills and attitudes needed by a personal to perform adequately a given task or job". (Source: A vade mecum of Human Resource Management apply, Kogan Page, 8th Ed., 2001)

According to the king B Flippo, "Training is that the act of accelerating data associated skills of an worker for doing a specific job." (Source: Personnel Management, John McGraw Hill; sixth Edition, 1984)

The term „training“ indicates the method concerned in up the aptitudes, skills and skills of the staff to perform specific jobs. training helps in change recent skills and developing new ones. „Successful candidates placed on the roles want training to perform their duties effectively“. (Source: Aswathappa, K. Human resource and Personnel Management, New Delhi: Tata McGraw-Hill house restricted, 2000, p.189)

Oatey (1970) training improves a person's ability at a task. training helps in socially, intellectually associated mentally developing an worker, that is incredibly essential in facilitating not solely the amount of productivity however additionally the event of personnel in any organization.

Yoder (1970) training and development in today's employment setting is way a lot of applicable than training alone since human resources will exert their full potentials only the training method goes for on the far side the straightforward routine.

Hesseling (1971) training could be a sequence of experiences or opportunities designed to change behavior so as to achieve a explicit objective.

Kane (1986) if the training and development operate is to be effective within the future, it'll have to be compelled to move on the far side its concern with techniques and ancient roles. He describes the strategic approaches that the organization will want training and development, associated suggests that the

selection of approach ought to be supported an analysis of the organization's wants, management and employees attitudes and beliefs, and therefore the level of resources which will be committed. This lot of strategic view-point ought to be of use in assessing current efforts also as once coming up with for the long run.

Raymond (1986) the influences of trainees' characteristics on training effectiveness have targeted on the amount of ability necessary to find out program content. psychological feature and environmental influences of training effectiveness have received very little attention. This analysis integrates necessary psychological feature and situational factors from structure behavior theory and analysis into a model that describes however trainees' attributes and attitudes might influence the effectiveness of coaching.

Adeniyi (1995) employees training and development could be a work activity which will build a awfully vital contribution to the general effectiveness and profitableness of a corporation.

Chris (1996) training and development aim at developing competences like technical, human, abstract and social control for the furtherance of individual and organization growth.

Seyler, Holton III, Bates, Frances Hodgson Burnett and Carvalho (1998) the continual dynamic state of affairs of business world, training is a good live utilized by employers to supplement employees' data, skills and behavior

The principal objective of training is to form positive the provision of a talented and willing work force to the organization. Additionally thereto, there square measure four alternative objectives: Individual, structure, Functional, and Social.

**Importance of Training and Development**

- A. Optimum utilization of Human resources
- B. Development of skills
- C. To increase the productivity
- D. To provide the zeal of team spirit
- E. For improvement of organization culture
- F. To improve quality, safety
- G. To increase profitability
- H. Improve the morale and corporate image

**Objectives of Training and Development**

- A. To prepare the employees both new and old to meet the present as well as the changing requirements of the job and the organization.
- B. To prevent obsolescence.
- C. To impart the basic knowledge and skill in the new entrants that they need for an intelligent performance of a definite job.
- D. To prepare the employees for higher level tasks.
- E. To assist the employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular fields.
- F. To build up a second line of competent officers and prepare them to occupy more responsible positions.

**Types of Training**

**Figure: 1 Types of Training**

**On-the-Job Training**

- Job Instructions
- Apprenticeship & Coaching
- Job Rotation
- Committee Assignment
- Internship Training
- Training through step by step

**Off-the-Job Training**

- Programmed Instructions
- Class Room Lectures
- Simulation Exercises
- Business Games
  - Case Study Method
  - Audio- visual Method
  - Experiential Exercises
  - Vestibule training
  - Computer Modeling
  - Behavioral Modeling
  - Role Playing
  - Conference/ Discussion Method
  - Workshop / Seminars

(Source: P. Subba Rao, "Essentials of Human Resource management and Industrial Relations" Himalaya Publication House, 3rd Revised & Enlarged Edition 2009, Pg-199-203).

### **Training and Development Goals in an organizational development**

The types of training and development goals identified will depend on the personal and organizational objectives identified through the strategic planning process and the agreed appraisal procedure. In any event the goals shall, as a minimum standard, take account of the following.

- The mission
- The Values
- The strategic objectives of the college
- Equal Opportunities Policy
- Requirements for core competencies
- Continuing personal and professional development
- Requirements for professional and vocational qualification in further education
- Requirements for professional, vocational and workplace updating
- Requirements for organizational change

### **METHODOLOGY**

#### **Hypothesis**

Development of hypothesis is very important because its acceptance or rejection shows the significance of study.

H0: There is no relation between Training and employees performance & Organizational Growth.

H1: On the job training has significant effect on the performance of employees & Organizational Growth.

H2: Training and development has significant effect on employees performance & Organizational Growth

#### **Statement of the problem**

It is a well known fact that training and development enhances worker performance and productivity in organizations (G.A Cole, 2002). Many organizations in sure minds solutions and indeed the public sector engage in training and development of staff and have departments, units and sectors in charge of training and development.

#### **Objectives of the study**

The main objective of the study is to assess the effects of Training and Development on Employee's Performance in the Private Sector of SSPL.

1. Identify the major purposes of training and development, as well as the key internal and external influences on training.
2. Find out the training and development policies in operation at SSPL.
3. Outline and explain the training and development policies and processes including the assessment of training needs.
4. Find out whether training and development schemes have positive effects on the performance of workers and productivity at SSPL.

#### **Significance of the study**

It is predictable that the study will inform the Management of SSPL and other organizations that to increase productivity, there is the need to have and retain well trained and motivated employees. It is also to help develop and maintain a quality work life, which will provide an opportunity for employees' job satisfaction and self-actualization. Finally, it is to aid management of SSPL to introduce modern schemes for training and development, to be able to meet the challenges of change in the future.

#### **Scope of the study**

The study is limited as it looks at the role and impact that training and development on workforce performance of SSPL, Hyderabad.

#### **Sample size**

The sample for the study is taken 140 by random sampling.

**DATA ANALYSIS AND INTERPRETATION**

What kind of Training programs are helping you to learn and improve your skills.

- A. On-the-job B. off-the-job C. Both D. None of the above

**Table No. 1: Improvement of Training on/off training method.**

S.NO	Opinion	No. of Respondents	Percentage
1	On-the-Job	85	60.71
2	Off-the-Job	20	14.29
3	Both	30	21.43
4	None of the above	5	3.57
	Total	140	100



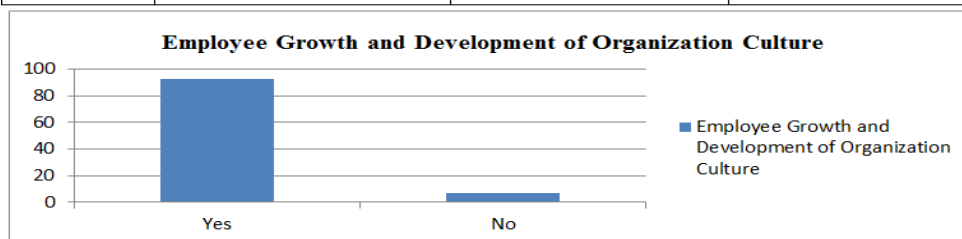
**Interpretation** From the above table it is observed that 60.71 percent of the respondents are responded that On-the –Job training will help to learn and improve your skills, 14.29 percent of the respondents are Off-the-Job training will help to learn and improve your skills, 21.43 percent of the respondents are says that both will help to learn and improve your skills and 3.57 respondents are responded None of the above will help. It says that maximum respondents are agreed that On-the-Job training methods are good to learn and improve the skills and some of the people are saying that both on-the-job and off-the-job training methods are need to learn and improve the skills. While giving on-the-job training it helps the people real time experience and knowledge so that’s the main reason maximum respondents are accepted that.

Do you agree that Training and Development Programs are necessary for Employee Growth and Development of Organization Culture?

- A. Yes B. No

**Table No. 2: Employee Growth and Development of Organization Culture**

S.No	Opinion	No. of Respondents	Percentage
1	Yes	130	92.86
2	No	10	7.14
3	Total	140	100



**Interpretation**

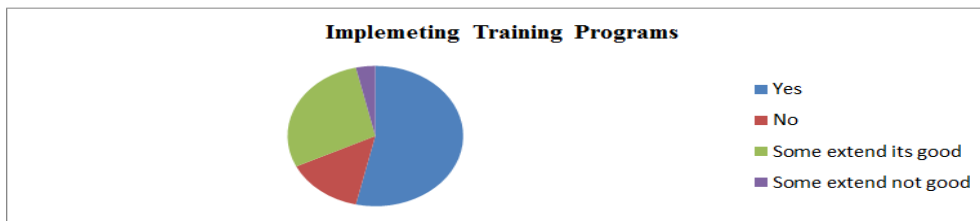
From the above table it is observed that 92.86 percent of the respondents are agreed and 7.14 percent of the respondents are disagreed that training and development programs are necessary for employee growth and development of organization culture. Maximum employees are says that training and development programs are helps to enhance the skills and knowledge.

Do you satisfy with the present implementing Training Programs in the current Organization?

- A. Yes B. No C. Some extend its good D. Some extend not good

**Table No. 3: Implementing Training Programs**

S.No	Opinion	No. of Respondents	Percentage
1	Yes	75	53.57
2	No	20	14.29
3	Some extend its good	40	28.57
4	Some extend not good	05	03.57
	Total	140	100



**Interpretation**

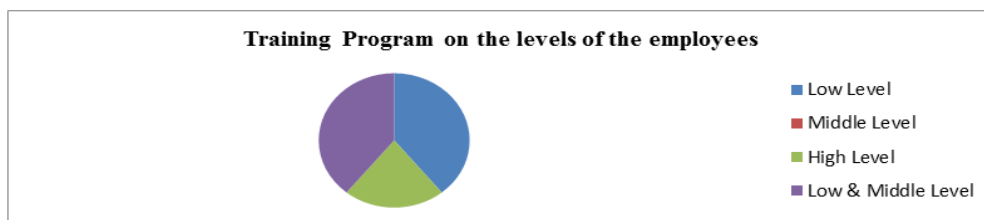
From the above table it is observed that 53.57 percent are accepted and 14.29 percent are not accepted that employee satisfaction with the present implementing Training programs in the current organization. And 28.57 percent respondents are says that some extend its good. And 3.57 percent respondents are says that some extend not good of employee satisfaction with the present implementing Training programs in the current organization.

Where is the impact of the training program on the levels of the employees in an organization?

- A. Low level B. Middle level C. Higher level D. A&B

**Table No. 4: the impact of the training program on the levels of the employees in an organization**

S.No	Opinion	No. of Respondents	Percentage
1	Low Level	45	32.14
2	Middle Level	25	17.86
3	High Level	25	17.86
4	Low & Middle Level	45	32.14
	Total	140	100



**Interpretation**

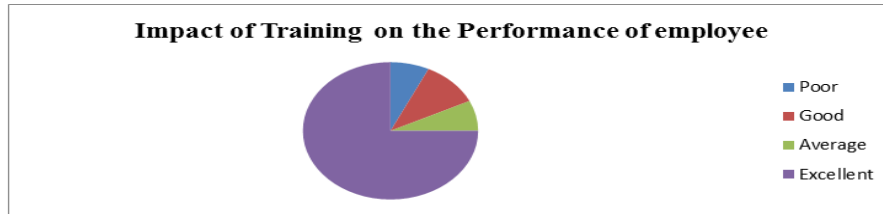
From the above table it is observed that 32.14 percent of respondents are agreed that Training and Development programs are more impacted to low level employees, 17.86 percent of the respondents are accepted that Training impact only on Middle level middle, 17.86 percent of respondents are agreed that the impact of Training program on higher level employees and 32.14 percent of the respondents are agreed that impact of the training program is good on the both level of employees in an organization. It means that maximum the training program impact on both Low level and Middle level management

The impact of Training programs on the Performance of employee in an organization.

- A. Poor B. Good C. Average D. Excellent

**Table No. 5: The impact of Training programs on the Performance of employee in an organization.**

S.No	Opinion	No. of Respondents	Percentage
1	Poor	10	7.14
2	Good	15	10.71
3	Average	10	7.14
4	Excellent	105	75
	Total	140	100



**Interpretation**

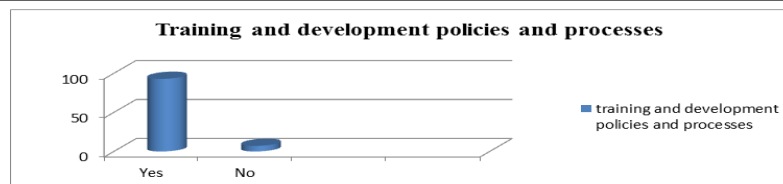
From the above table it is observed that 75 percent of the respondents are agreed that impact of Training programs on the Performance of employee in an organization is excellent, 10.71 percent of the respondents are accepted that impact of Training programs on the Performance of employee in an organization is good, 7.14 percent of the respondents said that the impact of training programs are poor and average on the Performance of employee in an organization. That means the impacts of the training programs are more important for every organization to develop their performance.

Are you happy with present training and development policies and processes including the assessment of training needs.

A. Yes B. No

**Table No. 6: training and development policies and processes including the assessment of training needs.**

S.No	Opinion	No. of Respondents	Percentage
1	Yes	130	92.86
2	No	10	7.14



**Interpretation**

From the above data it is observed that 92.86 percent of the respondents are says that they are happy with present training and development policies and processes including the assessment of training needs and 7.14 percent employee says that they are not happy with the present training and development polices and processes including the assessment and training needs. Proper training policies, rules, procedures are regulations.

**FINDING**

- A. There is a healthy relationship between the peers, subordinates, superiors.
- B. In this organization, maximum no. of employees is agreed with the management considering their ideas and suggestions on some occasions only.
- C. In this organization Training programs will help the employees in achieving both individual goals and organizational goals.
- D. Maximum no. of employees is satisfied with the Training and Development program conducted by Srujana Steel Industries Pvt. Ltd.
- E. Employers are gained knowledge at work place after attending this Training program.
- F. For new joiners in organization training method are conducted like coaching and besides orientation programs.
- G. Training will be very useful to employees in their present job.
- H. Training program helps employees to take new challenges in their present job.
- I. Most of the employees are using new skills in their present job.

The analysis of the T&D research revealed that HR's role is to establish and implement a high-level roadmap for strategic training and development. The strategic positioning of training and development directly promotes organizational business goals and objectives, and thereby enhancing organizational performance. The findings emerged as a result of survey are discussed as under:

1. Organizations must focus on continual learning and job trainings.
2. Line managers should be involved in TNA and policy decisions for training.
3. Good training must provides opportunities to learn and grow.
4. Employee Performance is augmented through competitive advantage.

## CONCLUSION

Training and According to the educational program staff to require new roles within the organization with the assistance of training program staff can increase their productivity. When this educational program, they're doing their job a lot of with confidence. Once educational program implementing properly we will manage the event activities in any organization swimmingly. For each organization and worker development training and development programs play a vital role in every organization. These programs improve Employee Performance at workplace, it updates Employee Knowledge and enhances their personal Skills and it helps in avoiding Managerial Obsolescence. With the use of these programs, it is easier for the management to evaluate the job performance and accordingly take decisions like employee Promotion, rewards, compensations, welfare facilities, etc. These training programs also help the managers in succession planning, employee retention and motivation. It creates Efficient and Effective employees in the Organization. The need for training & development is determined by the employee's performance deficiency, computed as follows:

Training enhances the overall performance of an organization in various ways. The major areas where employees are normally trained in an organization are Soft- skill Development, Personality Development, Interpersonal Relationship, Problem solving techniques, Managerial and Supervisory Training Program, quality improvement programs, technical processes, quality circle programs, Time management skills, employee efficiency development programs, violence prevention programs, regulatory

compliances, goal setting and implementation of programs, workplace safety management, workplace communication, 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 modules the employee's attitude and helps them to achieve a better cooperation within the organization. Training and Development programs improve the quality of work-life by creating an employee supportive workplace.

Training program brought positive impact on worker behavior.

Training and development programs play a significant role in each organization. These programs improve worker Performance at work, it updates worker data and enhances their personal Skills and it helps in avoiding social control degeneration. With the employment of those programs, it's easier for the management to judge the work performance and consequently take choices like worker Promotion, rewards, compensations, welfare facilities, etc. These training programs additionally facilitate the managers in succession coming up with, worker retention and motivation. It creates economical and Effective staff within the Organization.

## SUGGESTIONS

**SSPL** should conduct more and more training programs related to the functional competencies of employees. **SSPL** should ensure that whenever they take feedback from employees their suggestions are taken into consideration and implemented as soon as possible this will make employees to give honest and appreciate feedback. **SSPL** in this regard should conduct a forum for feedback so that real time information is available with respect to training needs of the employees. Aim of any **SSPL** is to be ensure that all employees apply techniques learnt in training program on the job hence at each level skill base training should be given. The need is for the management to bring the most efficient trainers to the training programs. Trainers can be selected on basic of their rating in the corporate world. Here the management has to improve the quality of Training programmers in **SSPL** a quality based approaches can be used.

## REFERENCES

1. P. Subba Rao (2009), "Essentials of Human Resource management and Industrial Relations", Himalaya Publication House, 3rd Revised & Enlarged Edition.
2. Michel Armstrong (2001), "A Handbook of Human Resource Management Practice", Kogan Page, 8th Edition.
3. Mamoria, C. B. (1995), "Personnel Management (Management of Human resources)", Himalaya Publishing House, Bombay.
4. Chaudhuri, Manodip Ray. "Employ Training Grooming for a better tomorrow". HRM Review, Vol.4, No.1, January 2004.
5. Dwivedi, R. S. (2001), "Managing Human Resources- Personnel Management in Indian Enterprises", New Delhi: Galgotia Publishing Company, New Delhi.
6. Aswathappa, K. (2000), "Human resource and Personnel Management", Tata McGraw-Hill Publishing Company Limited, New Delhi.
7. Graham, K. & Tierney, J. (2003). *Improving teacher education through human resource development at ITEK*. Midterm review for Nuffield Foundation.
8. Haigh, N. (1998). Staff development: an enabling role. In Latchem & Lockwood (1998) pp. 182-192.
9. Lentell, H. (1994). Professional development. *Open praxis*, 1994 (1), 29-30.
10. Poole, M., and Jenkins, G. (1996). 'Competitiveness and Human Resource Management Policies,' *Journal of General Management*, 22, 2, 1-19.
11. Anthony Landale (1999). *Gower handbook of Training and development*. Gower publishing. Ltd.
12. Patrick J. Montana and Bruce H. Charnov (2000). "Training and development." *Management. Barrons & Educational Series*. P. 225.
13. [www.google.com](http://www.google.com)
14. [www.citehr.com](http://www.citehr.com)
15. [www.human resource management.com](http://www.human resource management.com)
16. [www.sureminds.com](http://www.sureminds.com)