

## **A STUDY ON IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEE PERFORMANCE**

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### **ABSTRACT**

An organization's most valuable resource is its workforce. To complete tasks successfully and efficiently, every firm needs workers who received the necessary training. Skills, Knowledge, and abilities are developed through the ongoing processes of the organizations. Better performance of is a result of training and development. In the current globalized period, training is essential for demanding and competent businesses. It is the nerve that must contribute to developing the organization and improving the quality of life at work for employees. The worldwide Covid-19 pandemic has had a profound effect on a number of facets of society, including workplace and educational institutions. In the face of these difficulties, electronic learning has become an essential training technique to guarantee the ongoing development of staff members. The purpose of the study is to investigate the efficacy of training initiatives, the relationship between work satisfaction and employee engagement and organizational performance and training activities. The results highlight how important training is to improving worker productivity, competences, and organizational performance.

**KEYWORDS:** Training and development, Employee performance, Job satisfaction, Organizational productivity, Employee engagement.

### **INTRODUCTION**

People have been impacted by the global Covid-19 epidemic, commonly referred to as the Corona Virus (Wuhan), for a several months. Many nations, including Indonesia, were exposed on several continents. As a result, it has affected people at all levels of the country and changed a lot of aspects of life, including work, education, training. One training method that is still applicable in the midst of the Covid-19 pandemic is electronic learning or e-learning as it is more widely known. For the organization to prosper and expand, trustworthy human resources must be available. By striving to improve the quality of human resources, these resources can be made available. Programs for employee training and development can be utilized to hire

competent workers in line with business requirements. A key component that improves employee performance inside a business and contributes to its expansion and success is training and development. According T Armstrong (2009), businesses might gain from training and development by gaining the hearts and minds of their staff members, which would encourage them to identify with the company, work more on its behalf, and stay on board. In an overall human resource management approach, training and development are the procedures of investing in people so they are capable of doing successfully. Enhancing productivity, efficiency, and effectiveness within an organization are crucial goals that must be pursued by any organization in order to thrive in the fiercely competitive corporate landscape of today. In the current business environment, manpower training and development are essential human resources practices that no manager can overlook. In order to help organizations meet the ever-growing challenges of competitiveness, technological advancement, market globalization, and improved productivity, organizations need to have highly qualified, adaptable, and proactive employees.

#### **STATEMENT OF THE PROBLEM**

Since the employees cannot grow more effective and efficient, administrative employees' abilities and capacities have not improved with time. Untrained or unoriented new hires find it challenging to comprehend the policies of the company. Low of performance and productivity have resulted from the organization's lack of training. The purpose of the study was to ascertain how employee's performance is affected by training. In this study, the following general issues are covered:

- The geographic parameter that is used to gather data is restricted to Chennai.
- There are just 80- 100 data gathered for this study.

#### **OBJECTIVE OF THE STUDY**

- To examine the effectiveness of training in overall development of skills of employees.
- To examine the impact of employee engagement and job satisfaction on organization performance of employees.
- To examine the impact of training and development on organizational productivity.
- The factors affecting training and development of employee performance.

#### **RESEARCH METHODOLOGY**

The information was collected from the primary and secondary sources. Primary data consists of questionnaire and Secondary data consists of information sources through various websites, research articles, journals and magazines.

## **RESEARCH DESIGN**

Research Design is the blueprint of empirical research work that guides the research in a scientific way for the achievement of the proposed objectives. A descriptive research design was carried out to study the of training and development on employee performance. The primary data was collected in the form of a structured questionnaire from various workplace within Chennai city.

## **SAMPLE SIZE**

Sample size is a term used in research for defining the number of subjects included in a sample size. By sample size they can understand a group of subjects that are selected from the general population, and it is considered as representative of the real population for that specific study. Samples of 125 small scale industries were taken from the population by using a convenient sampling method.

## **DATA COLLECTION METHODS**

- The data was collected using primary and secondary sources.
- Primary data was collected using a structured questionnaire.
- Secondary data was helpful in designing the questionnaire.
- The information pertaining to this study was collected from 65 respondents.
- The questionnaire was created in Google form and was circulated.

## **REVIEW OF LITERATURE**

- ❖ **COFFMAN (1990)** This reports indicates in his research that the process higher authority can understand the changes affecting the employee with the help of impact assessment training. It can also seen as to eliminate uncertainty. The problem in IT industry is that managers and supervisor have limited time to do this process.
- ❖ **GIEDEN ET AL (2001)** According this Author Says that effective transfer only occurs if the trainees have the ability to work to acquire the New Skills and motivation to apply the content of the training.
- ❖ **CHIDAMBARAM.P(2002)** This study report gives that qualified and respect the essentials in the IT industry as in any other system-based industry in the world. Its continuous delivery in competitive world where quality must be a goal in a short period of time require process procedure recruit retain and recycle will be the “MANTRA” for HR model in software industry.
- ❖ **DAVENPORT (2006)** As their mentioned in their recent studies that the strategy is easy to improvement with online software some education stories can be immediately effectively for the future skill and development contents and access are the real drivers

of the process. Presenting just access itself from a mainstream perspective is effective in education development practices.

- ❖ **MILLER AND DESMARAIS (2007)** Generally, the managers have the opportunity to choose the best training and development program for their employees but also remember all time that there are five points that always that must be allowed to increase the chances of achieving goal.
- ❖ **SALEEM ET AL (2011)** skill enhancement workshop or program to improve of the Skills and feelings that employees need to perform effectively in a given process and function in a situation in organisation.
- ❖ **ELNAGA AND IMRAN (2013)** Training and skill development workshop are most valuable tool that help employees to maximize the production, satisfied motivating and innovation in work to bring new ideas to improve skill.

### **DATA ANALYSIS AND INTERPRETATION**

The part deals with the analysis of the data collected through primary source and interpretation of the same.

The frequency and percentage of the demographic variables collected from the sample respondents are summarised in the following table.

**TABLE 1 SHOWING THE FREQUENCY AND PERCENTAGE OF DEMOGRAPHIC VARIABLES**

<b>Demographic Variables</b>	<b>Classification</b>	<b>Frequency</b>	<b>Percentage %</b>
<b>Marital Status</b>	Single	48	73.8
	Unmarried	17	26.2
<b>Age</b>	Under 25	46	70.8
	25-34	13	20.0
	34-44	3	3.1
	45-54	2	4.6
	55 and above	1	1.5
<b>Gender</b>	Male	29	44.6
	Female	36	55.4
<b>Occupational status</b>	Information Technology	38	58.5
	Human Resources	11	16.9
	Operations/Logistics	5	7.7
	Others	11	16.9

Demographic Variables	Classification	Frequency	Percentage %
YEARS OF EXPERIENCE	1-2years	48	73.8
	3-5years	14	21.5
	6-10years	2	3.1
	More than 10 years	1	1.5
ANNUAL INCOME	1,00,000 – 3,00,000	45	69.2
	3,00,000 – 6,00,000	9	13.8
	6,00,000 – 10,00,000	8	12.3
	More than 10,00,000	3	4.6

Source: Primary data

**TABLE 2 SHOWING THE CHI SQUARE TEST WAS USED TO FIND THE RELATIONSHIP BETWEEN ANNUAL INCOME OF THE RESPONDENTS AND THE EFFECTIVENESS OF THE TRAINING PROGRAMMES OFFERED BY THE ORGANIZATION**

**H06:** There is no association between annual income of the respondents and the effectiveness of the training programmes offered by the organization.

**Ha6:** There is association between annual income of the respondents and the effectiveness of the training programmes offered by the organization.

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	13.025 <sup>a</sup>	9	.161
Likelihood Ratio	8.561	9	.479
Linear-by-Linear Association	3.186	1	.074
N of Valid Cases	65		

Source: Computed data

**Interpretation:** It is inferred from the above table that there is no significant association between the annual income of the respondents and the effectiveness of the training programmes offered by the organization, since the P value is more than 0.05 (P = 0.161).

**TABLE 3 SHOWING THE CHI SQUARE TEST WAS USED TO FIND THE RELATIONSHIP BETWEEN OCCUPATION OF THE RESPONDENTS AND THE**

**EFFECTIVENESS OF THE TRAINING PROGRAMMES THAT HELP IN THE BETTER PERFORMANCE OF THE JOB**

**H07:** There is no association between occupation of the respondents and the effectiveness of the training programmes that help in the better performance of the job.

**Ha7:** There is association between occupation of the respondents and the effectiveness of the training programmes that help in the better performance of the job

<b>Chi-Square Tests</b>			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	16.798 <sup>a</sup>	9	.052
Likelihood Ratio	10.547	9	.308
Linear-by-Linear Association	1.116	1	.291
N of Valid Cases	65		

**Source: Computed data**

**Interpretation:**

It is inferred from the above table that there is no significant association between occupation of the respondents and the effectiveness of the training programmes that help in the better performance of the job, since the P value is more than 0.05(P = 0.52).

**TABLE 3 SHOWING THE CHI SQUARE TEST WAS USED TO FIND THE RELATIONSHIP BETWEEN OCCUPATION OF THE RESPONDENTS AND THE FREQUENCY OCCURENCE OF THE TRAINING PROGRAMMES BY THE ORGANIZATION FOR THE IMPROVEMENT OF PERFORMANCE AND PRODUCTIVITY**

**H08:** There is no association between occupation of the respondents and the frequency occurrence of the training programmes by the organization for the improvement of performance and productivity.

**Ha8:** There is association between occupation of the respondents and the frequency occurrence of the training programmes by the organization for the improvement of performance and productivity.

<b>Chi-Square Tests</b>			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.143 <sup>a</sup>	12	.603
Likelihood Ratio	11.225	12	.510
Linear-by-Linear Association	1.732	1	.188
N of Valid Cases	65		

**Source: Computed data**

**Interpretation:**

It is inferred from the above table that there is no significant association between occupation of the respondents and the frequency occurrence of the training programmes by the organization for the improvement of performance and productivity, since the P value is more than 0.05 ( $P = 0.603$ ).

**TABLE 4 SHOWING THE CHI SQUARE TEST WAS USED TO FIND THE RELATIONSHIP BETWEEN OCCUPATION OF THE RESPONDENTS AND THE OVERALL QUALITY OF THE TRAINING MATERIALS PROVIDED BY THE ORGANIZATION**

**H09:** There is no association between occupation of the respondents and the overall quality of the training materials provided by the organization.

**Ha9:** There is association between occupation of the respondents and the overall quality of the training materials provided by the organization.

<b>Chi-Square Tests</b>			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	10.773 <sup>a</sup>	9	.292
Likelihood Ratio	10.902	9	.282
Linear-by-Linear Association	5.292	1	.021
N of Valid Cases	65		

**Source: Computed data**

### **Interpretation:**

It is inferred from the above table there is no significant association between occupation of the respondents and the overall quality of the training materials provided by the organisation, since the P value is more than 0.05 ( $P = 0.292$ ).

### **FINDINGS BASED ON FREQUENCY ANALYSIS**

The chapter has inferred demographic variables with respect to the impact of training and development on employee performance. The current chapter throws light on findings of the researcher based on the analysis done using various statistical tools in SPSS and also provides suggestions. The conclusion for the overall study is being provided.

- The majority of the respondents fall under the age group of under 25 years.
- The study shows that 55.4% of the respondents are female.
- It is inferred that 73.8% of the respondents are unmarried and 26.2% of the respondents are married.
- The findings show that 58.5% of respondents work in Information technology, 16.9% in Human Resources and Operations/Logistics, and 16.6% in other unspecified occupations.
- The majority of respondents (73.8%) have 1-2 years of experience, followed by 21.5% with 3-5 years, 3.1% with 6-10 years, and 1.5% with over 10 years. This indicates a concentration of early to mid-career professionals in the sample.
- The findings indicate that 69.2% of respondents have an income of 1,00,000-3,00,000, 13.8% earn 3,00,000-6,00,000, 12.3% fall in the 6,00,000-10,00,000 range, and 4.6% earn over 10,00,000, showing a majority in the lower income.

### **FINDINGS BASED ON STATISTICAL ANALYSIS**

- The study indicates that value of pearson's chi-square is more than 0.05. Hence, the null hypothesis is accepted. Therefore, there is no association between annual income of the respondents and the effectiveness of the training programmes offered by the organization.
- The study indicates that the value of pearson's chi-square is more than 0.05. Hence, the null hypothesis is accepted. Therefore, there is no association between occupation of the respondents and the effectiveness of the training programmes that help in better performance of the job.
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respondents and the effectiveness of the training programmes by the organization for the improvement of performance and productivity.

➤ The study indicates that the value of pearson's chi-square is more than 0.05. Hence, the null hypothesis is accepted. Therefore, there is no association between occupation of the respondents and the overall quality of the training materials provided by the organization.

## **SUGGESTIONS**

The following are the suggestions of this study which is based on the data collected from the respondents.

➤ Examine the available training materials and timetables to make sure they suit staff preferences. Boost the number of training sessions while making sure they are easily accessible and adequately resourced. In order to promote a culture of continuous learning.

➤ Provide a thorough training program that caters to the diverse learning preferences found in the data by utilizing a variety of techniques, including mentoring, refresher courses, and on-the-job training. The fact that a sizable percentage of respondents gave their training materials positive evaluations indicates that you should make sure they meet or surpass their expectations. For staff members in every department, this program attempts to offer a customized and efficient learning environment.

➤ Employ tactics to highlight how training improves work-life balance and makes employees feel appreciated and supported. This entails creating sustainable training schedules, avoiding excessive stress, and emphasizing the advantages of training courses for both career and personal growth. The organization can improve employee retention and satisfaction while cultivating a productive work environment by addressing work-life balance concerns.

## **CONCLUSION**

An essential component of human resources management is training and development. A company's ability to perform better depends on its ability to hire competent workers, and workers are competent when they possess the skills and information necessary to complete the job. The results emphasize the value of training and development programs in raising worker productivity, work satisfaction, and organizational efficacy. Although some areas for development have been noted, such as the need for more varied training subjects and more frequent sessions, overall, training programs are seen favorably and help to develop a workforce that is more skilled and motivated.

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