



## STUDY AND DEVELOPMENT OF STAFF INFLUENCE ON THE EMPLOYEE PERFORMANCE

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### Abstract:

*Human Resource Management employs training and development as its feature that enables an organization to train its employees according to the requirement of the organization and polish the skills. "Training activities are designed to improve human performance on the job the employee is presently doing or is being hired to do" Development is concerned with the overall growth of the employee. The main purpose of the study was to determine factors affecting employee performance in organizations. The specific objective of the study was to determine the effect of Training, Development, Education and Leadership on Employee Performance of the different categories. The research approach adopted focuses on reviews carried out from multiple sources on the identified factors influencing the performance of the employees within an organization. The results of the research provide insights on the impact of the different factors on employee performance and concludes with theoretical and managerial implications. The study offers recommendations to give directions for future research on applying the different levels of analysis to further explore the impact of the factors on employee performance.*

*Key Words: Employee Performance, Training, Development,*

### 1.0 INTRODUCTION

The study proposes to understand the impact of training and development on employee performance with special reference to Infosys Technologies Limited. Training helps an employee acquire more skills and capabilities that help improves their performance in the job; training also makes them proficient in the job While developmental activities focus on learning new things which provide them new options to grow in the organization. Training and development models are explained with the help of learning theories viz. behaviorist theory, cognitive theory and humanist theory All these theories are concerned with the teaching and learning process of the employees. There are three main approaches to training which are adopted by organizations while deciding on the type of training delivered to the employees namely, traditional, experiential and performance-based approach to deal with the era of globalization, it is imperative that employees have the integrity, professionalism, and high level of accountability so that every job done can always be measured and accountable. An organization is required to have qualified human resources and have the capability to compete in the marketplace namely local and international depending on its operations.

The concept of employee performance has received a great attention in management sciences studies in general and human resources studies in particular. This is due to the importance of performance at the individual and organizational level and due to the interaction of the influences that affect performance and its diversity. Performance concept always links the

aspects of activity with the goals that organizations seek to achieve through the tasks and duties of the employees within those organizations.

#### **Problem of the statement:**

For decades, organizations have used a standardized procedure to handle familiar personnel problems to improve their performance. These range from aspects such as absenteeism, poor performance, and other misconduct. But today, a growing number of companies are moving away from using a conservative approach for employee performance improvement through corrective action. They are abandoning traditional approaches that focus exclusively on punishment. Instead, they are adopting an approach of accountability - employees with unfavourable performance, conduct is required to take personal responsibility for their choice of behavior.

#### **Limitation of the study:**

Limited research, however, has focused on the actual topic and pointed out some significant interconnections, that should be taken into consideration. The review through the evaluation of empirical data has sought to examine how employee performance in relation to training, development, education, leadership has been researched.

#### **Significance of the Study**

Why are some employees performing at levels much lower than what is defined in their job duties This question has been asked by leaders in various industries faced with increasing customer complaints? Employers do not regularly consider the feelings of their employees regarding skills development to enhance their performance within the organization.

## **2.0 LITERATURE REVIEW**

[1] **Tai, (2006)** In the fast pace changing world of business and environmental uncertainty, organizations realize its limitation of dealing with new challenges He further states that the companies participate in training plans to face competition and make their personnel capable to make effective and prompt decisions. Moreover, the sound training approaches should help employees to remain competitive in the market. Abilities and skills will be less meaningful if it is not followed by work morale and employee discipline in realizing goals.

[2] **Elnaga & Imran, (2013)** to improve the recipient's performance or to help him or her attain a required level of knowledge or skill." Training and development are a role within Human Resources Management that is commonly used to fulfill the gaps between current and expected performance

[3] **Sudhakar et al (2020).** Training is a tool which improves the skills sets and knowledge of the employees that improves the productivity & profitability of the organizations an effective program that aims at improving the employee's performance is usually referred to as training. The key factor of a good training program is it bridging the gap between the current performance and the standard desired performance

[4] **Arinanye (2015)**, the measures of success are focused on productivity, efficiency, effectiveness, quality, and attendance of work. It is the overall achievement of a particular task measured against pre-selected standards of accuracy, cost, and speed; or the strategic approach to enhancing organizational effectiveness by improving the performance of individuals who work in the organization

[5] **Luthans (2012)** the work of quality and quantity achieved by an employee in carrying out its functions in accordance with the responsibilities given to him or her. According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does the work

### **3.0 RESEARCH METHODOLOGY**

The type of research used in this study is associative research. This associative research is a study that aims at examining the relationship between two or more variables. Through this research, it can provide theoretical and managerial contributions that can explain, predict, and control a symptom pertaining to employee performance.

Meta- analysis was performed on the information and data gathered from selected studies for pooling the outcome of interest. The term meta- analysis refers to a range of methods to provide an overview of effects for the relationship between an independent and a dependent variable. Meta-analysis is now a very commonly used research tool.

Employee development through training is key in helping the organization achieve its desired objectives in terms of review and efficiency. Some organizations believe that the development of the employee is a major influence to the firm's success. Employees are important but expensive. For gaining optimal growth rate in the industry, it is important to optimize the contribution of employees to the aims and goals of the organization.

Training and development have positive impact on employee performance Employee performance has been increased by training and development thereby improving employee morale and overall efficiency of the company. Employee development is something that most people imagine as intrusive all-day group training sessions. Unfortunately, this approach to employee development is just the opposite of how employee development should occur and feel to employees. Employee development can manifest itself in many forms of training, evaluation, educational programmers and even feedback. If executed correctly the effects of development on employee performance can often encourage growth within the worker and the organization itself.

#### **Benefits of training and development**

There exists a relationship between training and development and employee performance. Training is the method of learning new things through education, practice and experience an effective training can make the employees more competent and efficient and contribute to the growth of the organization A well trained employee will always be aware of his abilities, duties and responsibilities. The skills acquired can be efficiently utilized which will enable him to work towards the goals of the organization.

- Training is beneficiary to both the employees and the company in a lot of ways.
- Training makes an efficient and thus increases productivity
- More production leads to increased sales
- Wastage is reduced
- Employees will be more satisfied thus turnover and absenteeism will be reduced
- Efficient employees will produce more quality products
- Training is also a means of motivating the employees, the performance level of the employees also increases which acts as a pillar for the growth of the organization.

### Employee Performance

Performance comes from the word job performance or actual performance which means work performance or actual achievement achieved by someone. Definition of performance (work performance) is the work of quality and quantity achieved by an employee in carrying out its functions in accordance with the responsibilities given to him or her. According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does the work. Employee performance is defined as the outcome of individuals with respect to process, results, relevance, and success. According to the measures of success are focused on productivity, efficiency, effectiveness, quality, and attendance of work. It is the overall achievement of a particular task measured against pre-selected standards of accuracy, cost, and speed; or the strategic approach to enhancing organizational effectiveness by improving the performance of individuals who work in the organization. Performance is the quality and quantity of tasks achieved by an employee when carrying out their duties that is in accordance with the responsibilities given to them.



**Figure: over view of the Employee Performance**

Using an associative approach this study should derive a definition of employee performance as an outcome variable and the necessary activities to reach the outcome. A meta-analysis carried out would help in developing the criteria to develop a comprehensive employee

performance process in a company. The purpose of the research is to test the constructs derived through literature review and research framework.

#### **4.0 DISCUSSION AND ANALYSIS**

Employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely affect profitability. Employees often are responsible for the great bulk of necessary work to be done as well as customer satisfaction and the quality of products and events. Without proper training, employees both new and current do not receive the information and develop the skill sets necessary for accomplishing their tasks at their maximum potential. Employees who undergo proper training tend to keep their jobs longer than those who do not. These days employee performance is a source of concern at many organizations. Organizations have realized that they must develop unique dynamic characteristics that empower their competitive advantages in order to survive in a constantly changing market environment. Thus, they are focusing on ways to improve employee performance as a key source of strategic advantage. Skills can and do expire. Organizations need people who can continually learn and adapt.

Research by McKinsey and the Harvard Business School found that companies that had launched agile transformations pre-COVID-19 performed better and moved faster post-COVID-19 than those that had not. Agile organizations had an edge because they already had processes and structures available to them, such as cross-functional teams, quarterly business reviews, empowered employees and clear data on outputs and outcomes, that proved critical to adapting to the COVID-19 crisis. They adjusted faster, and with less employee turmoil and high performing employees.

#### **Training and performance:**

Staff in the companies must be offered proper training regularly to improve their performance in their assigned roles and responsibilities. Organizations need to accurately identify the training needs of the personnel. This could be carried out through the performance appraisal system established by the organization. Firms are constantly looking for more cost-effective ways to impart training to their employees.

A lot of research papers have come out with findings that states the impact of training on individual performance and the outcome is always positive. Let it be any industry such as service, manufacturing etc training has been proved to have a significant impact on the employee performance along with increase in employee retention rate to that of the organization who failed to invest in their employees. The plan starts with identifying the business goals that would be achieved through training and development. Next the gaps between employees current and desired skills should be analyzed to develop suitable training plans. The most effective training programs use layered sustainable learning activities to create performance improvement over time. Lastly the need for training and its effectiveness should be evaluated after the training is imparted to the employee.



**Figure: impact of training on employee individual performance**

### Research Implications

According to current trends, human resources are considered the most important of all the assets the organization possesses. It relates to the well-being and success of human capital, culture, and community as a whole. A meta-analysis of the study findings is provided and detailed for enhancing employee performance within an organization. The ongoing changes in the today's organizations have implications for our conceptualizations and research endeavours on employee performance.

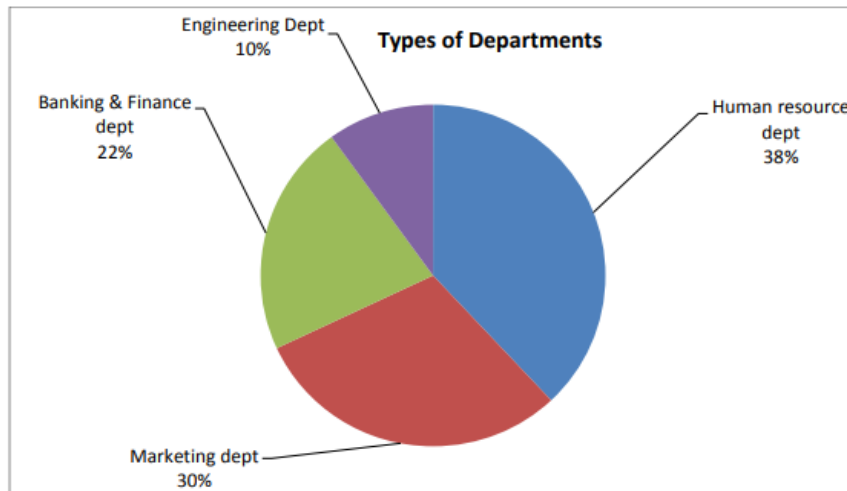
Based on the achieved findings and discussion, some implications have raised. These implications are the theoretical and practical contribution. The implications are significant to the researchers and practitioners of any industries.

### Analysis of Findings:

The data was analysed giving thought to the main research question: the effect of training and development on employee's performance, motivation, retention and morale in different types of categories Each assessment was looked at individually and descriptive statistics were computed for each. Tables, charts and descriptive explanations were employed to illustrate data collected from the field to make the research findings more meaningful

**Table: 4.1 Types of Departments**

Type of Department	Frequency	Percentage (%)
Registry	19	38.0
Finance	15	30.0
Academic Dept	11	22.0
Human resource Dept	5	10.0
total	50	100.0



**Graph: 4.2 different and employee's variations**

the employees regarding the types of departments they belong. A majority of 38% of respondents indicated that they were with the registry dept. 30% said they worked at the finance dept., 22% said academic dept. while 10% said human resource dept. This implies that a higher percentage of the employee population worked at the registry department.

#### **CONCLUSION:**

In their study concluded that training and development strategy was a haphazardly carried out activity at different types of categories. Although the respondents were aware of the various aspects of training and development, there was no strategic framework in place as the basis for an operational plan for the training and development strategy even though all respondents indicated that training and development was part of the strategic business plan process of employee's variations. The overall analysis of this research study indicates that training, development, education, and leadership influence employee performance in an organization. The study shows that employee performance could be enhanced in organizations with a systematic and thorough examination of these factors. Evaluating employee performance is not an easy task, since it may impact all dimensions of employees' perceptions and reactions. However, it provides a holistic view regarding the employees' current state of performance by considering the relevant factors that influence the staff's performance at the workplace.

#### **Future research**

It should include more detailed forms of training by perceptions of new digital competencies and the new role of human resources in organizations. It is recommended for future work to focus on e-training and development with employee performance by organizations which can be the window to develop new e-training technology for professional people.



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