

TRAINING AND DEVELOPMENT EFFECT ON EMPLOYEES OF SELECTED IT COMPANIES

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ABSTRACT

In today's globalized economy, the success or failure of any business organization depends on the quality of their human resources. Well trained and highly motivated employees are considered as corner stone for success. Therefore, the prime purpose of this study is to examine the relationship between training and development practices and employees' performance and productivity in selected Information Technology sector of Hyderabad, India. To evaluate the impact of training and development programmes on performance of employees correlation and regression analysis was employed in both log as well as log-linear forms. Also the impact of three sets of training i.e. objectives, methods and basics on level of satisfaction of respondents with the training was also examined.

Keywords: *Development, Employees, Human Resources, Performance, Productivity, Training*

1.INTRODUCTION

Customer service, productivity, employee retention and growth, uncertainty in the economy, the use of new technology - these are just some of the issues affecting companies in all industries and sizes and influencing training practices. The overall goal of training and development is learning. Learning refers to employees acquiring knowledge, skills, enhancing competencies behaviours. But the focus of training and development is not just on employees learning for its own sake. Today, merely offering training programmes is not enough to get support and funding from executives and to establish the credibility of training and development function to managers and employees. Learning needs to demonstrate how it contributes to the Organization's competitive advantage through improving employee performance, supporting the business strategy, and contributing positively to business such as quality, productivity, and retaining key employees. From an organization's perspective, what employees learn contributes to the development of intangible assets such as human capital. Human capital refers to knowledge, advanced skills, system understanding and creativity, and motivation to deliver high quality products and services. Human capital may be more valuable than physical capital or financial capital for providing a company with an advantage over its competitors, because it is difficult to imitate or purchase and it is unique to the organization. Many organizations, recognizing the strategic importance of learning, have strived to become learning organizations. Learning organizations is a company that has an enhanced capacity to learn, adapt, and change. Training processes are carefully scrutinized and aligned with company goals. In a learning organization, training is seen as one part of a

system designed to create human capital. It provides employees with the knowledge and skills to perform more effectively. This allows them to meet current job requirements or prepares them to meet the inevitable changes that occur in their jobs. Today with the advancement in information technology, the world has become the global village and its bringing revolution in all the business, where banking is not an exception. IT sector booming in the world, its growth in every aspects of organization become inevitable. In this highly competitive environment, liberalization, globalization, and privatization have brought forward new dimensions IT sector. Therefore, everyday increasing technology the train their employees, not just at the entry level, but on a continuous basis. Training and development programmes have a positive impact on knowledge enhancement, skill development and job enrichment of employees, which in turn reduces the attrition rate, increases the job retention and prove to be beneficial for the value addition of employees. All these factors contribute to improve the productivity. Therefore, in the present paper an attempt has been made to evaluate the Training and Development practices in IT companies with respect to performance of employees.

54 Importance of Training and Development for Employees

Training and development programmes are essential for businesses around the world. Businesses can benefit from these programmes by increasing employee productivity and company culture, as well as by allowing staff to learn new skills.

Reduced employee turnover can have an enormous influence on an organization's bottom line, according to the 2020 Work Institute. An estimated \$630 billion annually is lost by U.S. companies as a result of staff turnover.

No one can deny the need of providing frequent opportunities for employees to learn, grow, and achieve. When it comes to employee engagement, Bob Nelson argues that learning and growth are two of the most crucial factors.

Coaching, training, and leadership mentoring are all forms of employee development that can be used to improve performance. Employees who are new to their positions or who have recently been promoted may be required to attend training sessions as part of their onboarding process. Both of these responsibilities fall to the human resources department of a company, which is often in charge of both the planning and execution of such initiatives. Training and development programmes might be easier to handle if you have an undergraduate degree in human resource management. Employee Education and Training: Improving Output

Because of this, it's quite important that companies provide training and development programmes for their workers. Ninety percent of employees polled agreed or strongly agreed that training and development programmes had a good influence on their performance in the workplace, according to the International Journal of Business and Management Research.

Companies may provide training and development opportunities in several ways. These opportunities can be supplied internally, externally, or off-site. Some types of training and development are available to employees, such as::

- Management training
- Sales training
- New employee training
- Mentoring programs

- Apprenticeships

The investment in staff training and development will have a positive impact on productivity in the following ways.

Educating Employees on Their New Roles In order to prepare for new tasks or responsibilities, employees might take advantage of training and development programmes. This may assist workers acquire the abilities they need to fulfil their present duties as well as introducing leadership and software expertise that they will need in the future if training and development programmes are properly implemented. Apprenticeship is a type of instruction that allows people to begin as trainees and work their way up the ranks.

Promoting Training as an Employee Benefit

Employees who are given opportunities for growth and development have a greater sense of purpose and accomplishment at work. The following benefits accrue to businesses who offer employee training and advancement as an incentive:

Management of Talent Acquisition and Retention

Creating a training and development programme that is tailored to each employee's abilities and values demonstrates a company's commitment to fostering their personal development. An organization's focus on innovation and personal challenges attracts top people.

2. REVIEW OF LITERATURE

Studying previous research in a topic is a good way to get a sense of the types of studies that have been conducted and the areas that have been studied. Studying relevant literature and research is critical since it gives us with the right direction. The various views on reviewing the previous literature in any research work are given by numerous academicians, professionals as well as researchers.

Faraj et al. (2021)⁷⁰.An association's success and efficiency are directly tied to the people who organise and operate inside it. As a result, the achievement of the organization's goals will be dependent on the knowledge and abilities of the organization's employees. The varying skill levels of an organization's workforce necessitate customised training programmes.

Ali & Anwar, (2021)¹³. The advancement of the human race According to human conceptions, the only way to advance a person's career is to earn more money. The rise of income and wealth necessitates the extension of both.

As Anwar & Abdullah, (2021)²⁰ It is his opinion that in order to get the most out of on-the-job training, it is essential for employees to receive and respond to these lessons in a positive manner while simultaneously working in the area in which they are being trained, so that they are able to put these lessons into practice immediately. There may be a lack of effectiveness and responsiveness in on-the-job training, and the trainers may not be able to provide a satisfactory coach that is sufficient for the employee to apply it effectively. It's also possible that he dislikes his coworkers as trainers and is bored with the setting in which he works, both of which could impair his capacity to comprehend.

Business dictionary, n.d. (2020)⁴³ How well goals are met and how much of a problem is solved can be defined as effectiveness. Efficacy is defined as "doing the right thing at the right moment," whereas effectiveness is defined as "doing the right thing."

Quantity is the amount that you can measure or count (Collinsdictionary, n.d. 2020)⁵⁵. To put it another way, a company's workforce is defined by its total output or output per hour. It's a way to honour the company's most dedicated workers.

Béland et al (2020)³⁴ found that teleworking was already possible due to the pre-existing infrastructure. As a result, some businesses have found it reasonably simple to implement this working style.

Bathini and Kandathil, (2019)³⁰ Even while teleworking allows people to work from anywhere, at any time, Many normative control methods are simultaneously deployed under the premise of autonomy, increasing the workload of workers. Employees' self-regulation and effort can be boosted by using this esoteric form of control.

Bhat, A. A. (2019)³⁶ When profits decline, most organisations reduce their training spending since they don't know how the training and development programme affects their employees' performance.

Kwon (2019)¹¹⁷ looked at the effect of human resources development on financial performance among Korean employees. 312 organisations were surveyed and latent growth modeling was utilised to discover a reciprocal association among HRD investment and financial performance. Employee financial performance and HRD have been linked in studies. One or two Korean groups were included in the investigation.

Samwel (2018)¹⁸² argues that one of the most essential factors in improving employee performance while both meeting organisational objectives and impacting the organization's performance is T&D-based employee learning.

Sanyal and Hisam (2016)¹⁸⁴ Training and development practises in Omani public and private sector banking firms were examined by the study used a descriptive research approach with a 300-person sample size. The results showed that in the Omani banking industry, T&D procedures have a favourable impact on employee performance.

3. Objectives of the Study

1. Analyse the importance of Training and Development in the IT companies
2. To find the methods of training using the companies
3. To know the effect of training and development on the employees performance

4. Research Methodology

Structured Questionnaire was administered to the selected employees to find out the importance of Training in their work about the enhancement of skills, knowledge. Effect of training on the performance of employees to accomplish of the targeted goals

5. DATA ANALYSIS AND INTERPRETATION

Descriptive statistics like mean, standard deviation, min and max of effect of training on employees

	N	Mean	Std. Deviation	Range	Minimum	Maximum
Reaction	100	21.7800	3.35067	24.00	6.00	30.00
Learning	100	21.3933	3.55242	20.00	9.00	29.00
Behaviour	100	21.5817	3.54885	24.00	6.00	30.00
Results	100	21.8317	3.60856	24.00	6.00	30.00

Effectiveness of Training	100	86.5867	9.57158	70.00	38.00	108.00
Performance	100	35.9267	3.69288	22.00	24.00	46.00

The above table shows that descriptive statistics showing effect of training on Reaction was 21.7800 with 3.35067 Standard Deviation, for learning avg. Effect was 21.3933 with S.D. 3.55242, for Behaviour average effect was 21.5817 with S.D. 3.54885, Results Average effect was 21.8317 with S.D. 3.60856, for Effectiveness of Training Average effect was 86.5867 with S.D. 9.57158, and for Performance Average effect was 35.9267 with S.D. 3.69288,

Based on the mean scores Effectiveness of Training is more impact on employees than the other factors with minimum 38.0 and 108.0 maximum with 70.0 Range. And least is Behaviour and results with minimum 6.00 and 30.0 maximum with 24.0 Range

Correlations

		Work itself	Responsibility	Payment	Advancement	Growth	Recognition	Working conditions	My leader/supervisor	Motivation And Job Satisfaction	Performance
Work itself	Pearson Correlation	1	.094*	.250**	.296**	.131**	.156*	.145**	.132**	.578*	.157**
	Sig. (2-tailed)		0.021	0.000	0.000	0.001	0.000	0.000	0.001	0.000	0.000
	N	100	100	100	100	100	100	100	100	100	100
Responsibility	Pearson Correlation	.094*	1	.261**	.103*	.155**	.184*	.083*	.212**	.459*	.231**
	Sig. (2-tailed)	0.021		0.000	0.012	0.000	0.000	0.041	0.000	0.000	0.000
	N	60	100	100	100	10	100	100	100	100	100

		0				0					
Payment	Pearson Correlation	.250**	.261**	1	.162**	.144**	.218*	.211**	.311**	.662*	.302**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000	0.000	0.000	0.000	0.000
	N	60	100	100	100	100	100	100	100	100	100
Advancement	Pearson Correlation	.296**	.103*	.162**	1	.173**	.154*	.140**	.260**	.545*	.265**
	Sig. (2-tailed)	0.000	0.012	0.000		0.000	0.000	0.001	0.000	0.000	0.000
	N	60	100	100	100	100	100	100	100	100	100
Growth	Pearson Correlation	.131**	.155**	.144**	.173**	1	.107*	.120**	.146**	.399*	.158**
	Sig. (2-tailed)	0.001	0.000	0.000	0.000		0.008	0.003	0.000	0.000	0.000
	N	60	100	100	100	100	100	100	100	100	100
Recognition	Pearson Correlation	.156**	.184**	.218**	.154**	.107**	1	.134**	.196**	.493*	.256**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.008		0.001	0.000	0.000	0.000

	N	60 0	100	100	100	10 0	100	100	100	100	100
Working conditio ns	Pears on Corr elati on	.1 45 **	.083*	.21 1**	.140**	.12 0**	.134* *	1	.223**	.460* *	.275**
	Sig. (2- taile d)	0. 00 0	0.041	0.0 00	0.001	0.0 03	0.001		0.000	0.000	0.000
	N	10 0	100	100	100	10 0	100	100	100	100	100
My leader/s upervis or	Pears on Corr elati on	.1 32 **	.212**	.31 1**	.260**	.14 6**	.196* *	.223 **	1	.590* *	.337**
	Sig. (2- taile d)	0. 00 1	0.000	0.0 00	0.000	0.0 00	0.000	0.00 0		0.000	0.000
	N	10 0	100	100	100	10 0	100	100	100	100	100
Motivat ion And Job Satisfac tion	Pears on Corr elati on	.5 78 **	.459**	.66 2**	.545**	.39 9**	.493* *	.460 **	.590**	1	.465**
	Sig. (2- taile d)	0. 00 0	0.000	0.0 00	0.000	0.0 00	0.000	0.00 0	0.000		0.000
	N	10 0	100	100	100	10 0	100	100	100	100	100
Perform ance	Pears on Corr elati on	.1 57 **	.231**	.30 2**	.265**	.15 8**	.256* *	.275 **	.337**	.465* *	1
	Sig. (2- taile d)	0. 00 0	0.000	0.0 00	0.000	0.0 00	0.000	0.00 0	0.000	0.000	

	d)										
	N	100	100	100	100	100	100	100	100	100	100

*. **Correlation is significant at the 0.05 level (2-tailed).**

. **Correlation is significant at the 0.01 level (2-tailed).

The table shows the correlation on impact of training on the employee’s job performance at their individual work place. **Work itself** has high positive correlation with Motivation and Job Satisfaction (.578), moderate correlation with Advancement (.296), Payment (.250), low positive correlation with Recognition (.156), Growth (0.131), Working conditions (.145), my leader/supervisor (.132), and With responsibility (.094), **Payment** has high positive correlation with Motivation and Job Satisfaction (.662), moderate correlation with My leader/supervisor (.311) , Work itself (0.250), Recognition (.218), Working condition (.211), Responsibility (.261) low positive correlation with Advancement (.162), Growth (0.144), **Responsibility** has high positive correlation with Motivation and Job Satisfaction (.459), moderate correlation with My leader/supervisor (.212),payment (.261), Payment (.250), low positive correlation with Recognition (.184), Growth (0.155), Advancement (0.103), Working conditions (.145), Work itself (0.094) (.132), and Working conditions(.083), **Advancement** has high positive correlation with Motivation and Job Satisfaction (.545), moderate correlation with Work itself (0.296), My leader/supervisor (.260), low positive correlation with Growth (0.173), Payment (0.162), Recognition (.154), Working conditions (.140) and Responsibility (0.103), **Growth** has high positive correlation with Motivation and Job Satisfaction (.399), moderate correlation with My leader/supervisor (0.146), Advancement (.173), Responsibility (.155), Payment (.144), Work itself (.131), Working conditions (.120) and Recognition (.107), **Recognition** has high positive correlation with Motivation and Job Satisfaction (.493), moderate correlation with Payment (.218), Responsibility (.184) Low correlation with My leader/supervisor (0.196), Work itself (.156), Advancement (.154), Working conditions (.134), Growth (.107), **Working conditions** has high positive correlation with Motivation and Job Satisfaction (.460), moderate correlation with Performance (.275), My leader/supervisor (.223) Payment (0.211), Work itself (.145), Advancement (.140), Recognition (.134), Growth (.120) , Responsibility (.083), **My leader/supervisor** has high positive correlation with Motivation and Job Satisfaction (.590), Performance (.337) Payment (.311), moderate correlation with Payment (.260, Working conditions (.223) Responsibility (0.212), Recognition (.196), Growth (.146), Work itself (0.132), **Motivation and Job Satisfaction** has high positive correlation with Payment (.662), my leader/supervisor (.590), Work itself (.578) Advancement (.545), Recognition (.493), Working conditions (.460), Responsibility (.459), Performance (.456), moderate correlation with Growth (.399), **Performance** has high positive correlation with Motivation and Job Satisfaction (.465), My leader/supervisor (.337), Payment (.302), moderate correlation with Working conditions (.275), Advancement (.265), Recognition (.256), Responsibility (.231) and low Positive correlation with Growth (.158), work itself (.157).

Regressions

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.465 ^a	0.216	0.215	3.27244

a. Predictors: (Constant), Motivation And Job Satisfaction

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1764.885	1	1764.885	164.806	0.00
	Residual	6403.888	98	10.709		
	Total	8168.773	99			

a. Dependent Variable: Performance

b. Predictors: (Constant), Motivation And Job Satisfaction

Coefficients^a

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	17.488	1.442	12.124	0.000
	Motivation And Job Satisfaction	0.158	0.012	12.838	0.000

a. Dependent Variable: Performance

From the Regression analysis we have the fitted model is

Performance (Motivation and Job Satisfaction) = 17.488+ Motivation and Job Satisfaction 0.158

From the Anova table F-value is 164.806 and p-value $0.000 \leq 0.05$ Hence it is significant. We can predict Performance of employees (Motivation and Job Satisfaction) is dependent on effect of training programme. Our model is explaining ($R^2 = 0.216$) Variations in employees performance based on Methods of training methods by the organizations

6. Findings, Suggestions and Conclusion

6.1 Findings

Based on the analysis mean scores Effectiveness of Training is more impact on employees than the other factors with minimum 38.0 and 108.0 maximum with 70.0 Range. And least is Behaviour and results with minimum 6.00 and 30.0 maximum with 24.0 Range.

The correlation shows Work itself has high positive correlation with Motivation, Payment has high positive correlation with Motivation and Job Satisfaction, Responsibility has high positive correlation with Motivation and Job Satisfaction, Recognition has high positive correlation with Motivation and Job Satisfaction, **Performance** has high positive correlation with Motivation and Job Satisfaction.

From the Regression analysis we have the fitted model is

performance= 18.584+Work itself 0.003 + Responsibility0.182+ Payment0.143+ Advancement0.200 + Growth+Recognition0.201+Working conditions0.271+ My leader/supervisor0.242

From the Anova table F-value is 23.489 and p-value $0.000 \leq 0.05$ Hence it is significant. We can predict Performance of employees is dependent on training programme. Our model is explaining ($R^2 = 0.241$) Variations in employees performance based on Methods implementing in training methods implemented by the organizations.

6.2 Conclusion & Suggestions

Hence, it can be concluded that the performance and productivity of employees in IT companies was significantly and positively influenced by various aspects of training and development programmes. The different aspects of training like objectives of training, methods/sources adopted to identify the training needs, fundamentals/basics of training on Technology, do positively impact the performance employees in both public and private sector banks in one or another form. Therefore, much emphasis must be made on designing the adequate training and development plans and strategies, as it is one of the most important factors that augments the performance and efficiency of employees.

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