



TRAINING AND DEVELOPMENT ITS IMPACT ON COMPETENCIES OF EMPLOYEES IN SELECT COMPANIES

Y.Madhusudhan Reddy
Research Scholar
SJIT University,
Jhunjhunu, RAJASTHAN
msreddyworld@gmail.com

Dr. J.V.Rangeswara Reddy
Professor
KGR Institute of Techno. & Management
Rampally (V), HYDERABAD
rangeswar.67@gmail.com

ABSTRACT

Employees are the chief assets of any organization. Every organizations desire well trained employees to carry out the activities successfully and efficiently. It is the continuous process of the organizations that helps to develop skills, knowledge, and abilities. Training and development direct the better performance of employees. The achievement of the organizations depends on employee performance. In this globalization era training is vital for the competent and challenging business. Training and development is the important factor of enlightening the employee performance in majority organizations. The purpose of the study is to know the methods of training and development methods implementing for employee performance. At present scenario of globalization the acute competition to survive organizations employees' efficiency and high performance at work place is inevitable. To reach training and development for enhancing and updating the work atmosphere and technology became utmost importance. The study found out that employees are aware about training which helps for motivation through training; and training and development results into higher performance. The study suggested that training and development of all employees must be dynamically followed and made obligatory in order to improve performance. The study decided that there is need for continuous training and development taking into deliberation the opposition, market dynamics, customer satisfaction, and net promoter score among others.

Key words: Globalization, performance, efficiency, training and development, dynamic, motivation.

1.INTRODUCTION

Training and development play an important role in the effectiveness of organizations and to the experiences of people in work. Training has implications for productivity, health and safety at work and personal development. All organizations employing people need to train and develop their staff. Most organizations are cognizant of this requirement and invest effort and other resources in training and development. Such investment can take the form of employing specialist training and development staff and paying salaries to staff undergoing training and development. Investment in training and development entails obtaining and maintaining space and equipment. It also means that operational personnel, employed in the organization's main business functions, such as production, maintenance, sales, marketing and management support, must also direct their attention and effort from time to time towards supporting training development and delivery. This means they are required to give less attention to activities that are obviously more productive in terms of the organization's main business.

1.1 The relationship between Staff Training and Performance

Performance means how the staffs are able to effectively manage and present their tasks to reflect their quality and good service preferred by their organizations. Therefore, there is a direct relationship between staff training, development and staff performance. If the staff would be more trained or more developed, they would be more satisfied with the job, more committed with the job and the performance of staff would also be increased. When

employee performance increases, it will lead to the organization effectiveness, however, sometimes employees feel that trainings do not provide them with sufficient skills or knowledge. The improper trainings can result conflicts between employees and their organizations and this would impact on the organization performance and effectiveness.

Employee performance may be related to several factors within the organization like the overall job satisfaction, knowledge, and management the specific factors that can address problems related to performance in the organization as follows:-

Knowledge

Training programs increase an employee's job knowledge. An increase in job knowledge means that the employee will feel more comfortable doing his job and will perform at a high level.

Innovation

Training employees about the organization, where each employee fits in the organization and how the organization fits into its overall industry creates innovation. In other words, employees who have a knowledge framework, delivered through training, are creative in solving problems, both in the short and long term.

Satisfaction

Job satisfaction can come from feeling comfortable within the organization, job proficiency and even from the knowledge that an employee can work hard and get promoted. Training programs can contribute to all of these factors and lead to more satisfied employees who perform at exceptional levels.

Career Orientation

When training programs are offered as a method to progress in one's career, they also have an effect on how an employee performs. Employees who know they have a future with the organization are more likely to be high performers.

Goal Orientation

Effective training targets the gap between what is expected and what is currently being done. This human performance orientation, especially if delivered through training, makes an employee aware of her goals and how she will reach them.

1.2 Purpose of the Staff Training and Development Program

The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behaviour. It is one of the most important potential motivators which can lead to many possible benefits for both individuals and the organization. According to Adams (2002), training makes employees feel that they are part of the organization's family. Training creates the sense of belonging in all employees. It creates the professional development and enhances the employee's skills. It also makes knowledgeable workforce with fewer mistakes. Training increasing job satisfaction and employee morality, enhancing the employee motivation, improving the efficiencies in processes and financial gain, raising the ability to obtain new technologies, developing the innovation in strategies and products and reducing employee turnover are other important benefits of training. Benefits of training such as better prepared employee to achieve the organizational goals, more productive staff that are able to meet the challenges of change in the organization during learning and work on new programs. He believes that with training activities, while the organization will be more successful at

attracting and retaining employees, it already has a pool of employees who are prepared to replace the ones leaving.

1.3 Training and Development Process

Training and development program should be systematic in that it is specifically designed, planned and implemented to meet defined needs. Thus a good training and development program should involve the following fundamental steps: determining training needs assessment, developing training objectives and plan, developing training methods, identifying the trainees and finally, evaluating the effectiveness of training development program.

1.4 Training objectives and plan

Once the need has been determined, it is easier for the training objectives to be established. Training objectives are statements that specify the desired employee knowledge, skills, abilities and other characteristics that employees will possess at the end of training. The objectives provide the standard for measuring what has been accomplished and for determining the level of accomplishment. In other words a training program cannot be designed until what that program is to accomplish is known. For training objectives to be useful, they should be stated as specifically as possible. In addition to that training objectives should however be attainable and measurable. It should also be clear to both supervisor and the employee because they can be used to evaluate their success. If the objectives are not met, failure gives the HR feedback on the program and the participants. A training program will be successful if the objectives are achieved. Hence, it is advisable when developing the training objectives it should be in a collaborative process incorporating input from management, supervisors, workers, and trainers to ensure that the objectives are reasonable and realistic.

2. LITERATURE REVIEW

Abbas Z. (2014) Training is the learning process that is the indispensable part of human resource development.

James et al. (2014) as result the turnover and absenteeism rate will be less. Well trained employees show both quantity and quality performance. There is less wastage of time, money and resources if employees are properly trained

Mahbuba, (2013) there have been many studies conducted on this subject. HRM activities are considered as a gift in the eyes of employees and training is one of them.

According to Mahbuba (2013) assumed that trainers role is shifting from a simple role of providing skills to active communicator, who makes an effort in achieving training as well as organizational objectives. The main objective of the training is to improve the knowledge and skills, change attitude and behaviour of the employees so that they can easily adapt the new technology in the organization for production.

According to **Miller and Osinski (2002); Rajasekar and Khan (2013)** focused and analyzed that employee training & development is one of the essential parts of human resources management with the identification of organizational need, technique and procedure at different industrial perspectives

Singh and Mohanty (2012) on line with this is the believe that training is important mean to improve the employees "productivity which ultimately affects the organization performance and effectiveness

Khan et al. (2011) further researchers added that technological developments, atomization, mechanization, changing environment and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development

Noe, (2010). Basically employee development includes training, education, and career development. It also includes exchange of knowledge and experience.

Iftikhar and Sirajud (2009) training and development is an important activity to increase the performance of the employees. Without the training the organization cannot achieve the organization's strategic goals, mission, and effectiveness.

3. OBJECTIVES OF THE STUDY

The study investigated the methods of training and development implemented by the organizations to improve employee performance. This research work looks at training and development as an HRM practices for employee performance in the organization. Definitely, the aim of the study is to find out:

1. The factors affecting training and development of employees performance
2. The need of employees training in organization
3. To understand the various methods of training and development

4. METHODOLOGY OF THE STUDY

4.1. Sample and Data Collection

Questionnaires were distributed among the different employers in the organization. The response rate was agreeable. Convenience sampling technique was used for this study. The data was gathered by using self-administered questionnaire and the participation was voluntary.

5. DATA ANALYSIS AND INTERPRETATION

The data collected analyzed through SPSS. The results obtained are analyzed with the tools which are helpful to understand the impact of training and development on the performance of the organization

Custom Tables

	Strongly disagree		Disagree		Neither agree nor disagree		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	F
1. My work has become very stimulating.	21	21	8	8	17	17	32	32	22	22	100
2. My work is now quite challenging.	4	4	12	12	18	18	34	34	32	32	100
3. I have started enjoying my work.	3	3	9	9	13	13	39	39	36	36	100
4. I now understand my	4	4.0	14	14.0	25	25	28	28	29	29	100

work better.											
5. I have now being allowed to decide on the method for doing my work.	3	3	14	14.0	20	20	29	29	34	34	100
6. I now feel that my work is of value in my department/section.	4	4	17	17	24	24.0	27	27	28	28.	100
7. I feel that I now master my job.	7	7	25	25.0	26	25	20	20	23	23	100
8. I have now started feeling in control of my work.	4	4.0	14	14	26	26	30	30	26	26	100
9. I feel that I have a degree of authority in my work.	4	4	8	8.0	12	12	37	37.0	39	39	100
10. I feel that I have been given more responsibilities for my work.	4	4	10	10.	17	17.0	31	31	37	37	100
11. I am happy with the amount of pay I am getting.	4	4	12	12	18	18	34	34	32	32.0	100
12. My salary is satisfactory in relation to what I do.	4	4	14	14	21	21	32	32	29	29	100
13. I earn the same as other people in a similar job.	3	3	13	13	18	18	32	32.0	34	34	100
14. I earn more than other people in a similar job.	4	4	8	8.0	14	14	37	37.0	36	36	100
15. The basis of payment, for example, overtime payment, is reasonable.	8	8	17	17	24	24	28	28	23	23	100

16. Salary increases are decided on a fair manner.	15	15	26	26	20	20	18	18	22	22	100
17. I now feel that everyone has an equal chance of promotion at this company.	6	6	14	14	18	18.0	31	31	32	32.0	100
18. Staff is promoted in a fair and honest way.	7	7	23	23	26	26	20	20	24	24	100
19. I feel my current job has status.	7	7.0	24	24	25	25.0	21	21	23	23	100
20. I now feel that my job affords me a high-quality personal life.	5	5	11	11	21	21	33	33	31	31	100
21. My company offers me the chance to continue to learn new skills.	7	7	15	15.0	17	17	34	34.0	28	28	100
22. I feel that employees are encouraged to develop themselves in this company.	7	7.0	15	15.0	19	19.0	31	31	28	28	100
23. I feel that my efforts are being appreciated.	4	4	12	12	14	14	36	36	33	33	100
24. I now feel that I receive recognition for my work.	9	9	12	12.0	16	16	33	33.0	30	30	100
25. I have started receiving constructive criticism about my work.	9	9	14	14.0	18	18.	30	30	28	28	100

26. I now got the opportunity of mixing with my colleagues and to communicate on aspects of our work.	8	8	23	23	22	22	22	22	25	25	100
27. I am never overworked.	5	5	12	12	28	28.0	28	28	27	27	100
28. I now feel that my working hours are reasonable.	6	6	11	11	24	24	30	30.0	29	29	100
29. I work under a friendly boss.	5	5	11	11	16	16	38	38	31	31	100
30. He/she gets easily satisfied.	6	6	14	14	25	25	29	29	26	26.0	100
31. I feel that he/she will support me if there are problems.	10	10	12	12	19	19	30	30	30	30.0	100
32. My supervisor can be convinced and persuaded.	6	6.0	9	9.	19	19	32	32	35	35	100

The table reveals the opinion of employee’s on impact of training on their competitive development. **My work has become very stimulating** 3.5% strongly disagree, 8.3% Disagree whereas 16.8% neither agree nor disagree, 32.3% Agree and 39.0% strongly agree. **My work is now quite challenging** 4.2% strongly disagree, 11.8% disagree whereas 17.7% neither agree nor disagree, 33.8% agree and 32.5% strongly agree. **I have started enjoying my work** 2.5% strongly disagree, 9.3% disagree whereas 13.2% neither agree nor disagree, 39.0% Agree and 36.0% strongly agree. **I now understand my work better** 4.0% strongly disagrees, 14.0% disagree whereas 25.2% neither agree nor disagree, 28.3% agree and 28.5% strongly agree. **I have now being allowed to decide on the method for doing my work** 3.3% strongly disagrees, 14.0% disagree whereas 19.7% neither agree nor disagree, 28.8% agree and 34.2% strongly agree. **I now feel that my work is of value in my department/section** 4.3% strongly disagrees, 16.8% disagree whereas 24.0% neither agree nor disagree, 26.7% agree and 28.2% strongly agree. **I feel that I now master my job** 6.7% strongly disagrees, 25.0% disagree whereas 25.2% neither agree nor disagree, 20.3% agree and 22.8% strongly agree. **I have now started feeling in control of my work** 4.0% strongly disagrees, 13.8% disagree whereas 25.5% neither agree nor disagree, 30.5% agree and 26.2% strongly agree. **I feel that I have a degree of authority in my work** 3.7% strongly disagrees, 8.0% disagree whereas 12.2% neither agree nor disagree, 22.2% agree and 39.2% strongly agree. **I feel that I have been given more responsibilities for my work** 4.3% strongly



disagrees, 10.0% disagree whereas 17.0% neither agree nor disagree, 31.2% agree and 36.8% strongly agree. **I am happy with the amount of pay I am getting** 4.3% strongly disagrees, 11.7% disagree whereas 18.2% neither agree nor disagree, 33.8% agree and 32.0% strongly agree. **My salary is satisfactory in relation to what I do** 4.5% strongly disagrees, 14.2% disagree whereas 20.8% neither agree nor disagree, 31.8% agree and 28.7% strongly agree. **I earn the same as other people in a similar job** 3.7% strongly disagrees, 12.7% disagree whereas 18.3% neither agree nor disagree, 32.0% agree and 33.3% strongly agree. **I earn more than other people in a similar job** 4.5% strongly disagrees, 8.0% disagree whereas 14.2% neither agree nor disagree, 37.0% agree and 36.3% strongly agree. **The basis of payment, for example, overtime payment, is reasonable** 8.2% strongly disagrees, 17.3% disagree whereas 23.8% neither agree nor disagree, 27.8% agree and 22.8% strongly agree. **Salary increases are decided on a fair manner** 15.3% strongly disagrees, 25.8% disagree whereas 19.7% neither agree nor disagree, 17.5% agree and 21.7% strongly agree. **I now feel that everyone has an equal chance of promotion at this company** 5.7% strongly disagrees, 13.7% disagree whereas 18.0% neither agree nor disagree, 30.7% agree and 32.0% strongly agree. **Staff is promoted in a fair and honest way** 6.8% strongly disagrees, 22.8% disagree whereas 26.3% neither agree nor disagree, 19.8% agree and 24.2% strongly agree. **I feel my current job has status** 7.0% strongly disagrees, 24.2% disagree whereas 25.0% neither agree nor disagree, 21.2% agree and 22.7% strongly agree. **I now feel that my job affords me a high-quality personal life** 5.2% strongly disagrees, 10.5% disagree whereas 20.8% neither agree nor disagree, 32.7% agree and 30.8% strongly agree. **My company offers me the chance to continue to learn new skills** 6.8% strongly disagrees, 15.0% disagree whereas 16.7% neither agree nor disagree, 34.0% agree and 27.5% strongly agree. **I feel that employees are encouraged to develop themselves in this company** 7.0% strongly disagrees, 15.0% disagree whereas 19.0% neither agree nor disagree, 31.3% agree and 27.7% strongly agree. **I feel that my efforts are being appreciated** 4.3% strongly disagrees, 12.3% disagree whereas 14.2% neither agree nor disagree, 35.8% agree and 33.3% strongly agree. **I now feel that I receive recognition for my work** 8.8% strongly disagrees, 12.0% disagree whereas 15.8% neither agree nor disagree, 33.0% agree and 30.3% strongly agree. **I have started receiving constructive criticism about my work** 9.2% strongly disagrees, 14.0% disagree whereas 18.0% neither agree nor disagree, 29.8% agree and 28.3% strongly agree. **I now got the opportunity of mixing with my colleagues and to communicate on aspects of our work** 8.3% strongly disagrees, 22.8% disagree whereas 22.2% neither agree nor disagree, 22.3% agree and 24.3% strongly agree. **I am never overworked** 4.8% strongly disagrees, 12.3% disagree whereas 28.0% neither agree nor disagree, 27.5% agree and 27.3% strongly agree. **I now feel that my working hours are reasonable** 5.8% strongly disagrees, 10.7% disagree whereas 24.3% neither agree nor disagree, 30.0% agree and 29.2% strongly agree. **I work under a friendly boss** 4.7% strongly disagrees, 10.7% disagree whereas 16.3% neither agree nor disagree, 37.0% agree and 30.8% strongly agree. **He/she gets easily satisfied** 6.2% strongly disagrees, 13.5% disagree whereas 25.5% neither agree nor disagree, 28.8% agree and 26.0% strongly agree. **I feel that he/she will support me if there are problems** 9.7% strongly disagrees, 11.5% disagree whereas 19.3% neither agree nor disagree, 29.5% agree and 30.0% strongly agree.

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

	N	Mean	SD	Range	Minimum	Maximum
Work itself	600	25.9533	3.223	19.00	15.00	34.00
Responsibility	600	11.4650	2.090	12.00	3.00	15.00
Payment	600	21.5900	3.388	20.00	9.00	29.00
Advancement	600	14.0317	2.550	15.00	5.00	20.00
Growth	600	7.1800	1.757	8.00	2.00	10.00
Recognition	600	10.9967	2.339	12.00	3.00	15.00
Working conditions	600	10.5767	2.167	11.00	4.00	15.00
My leader/supervisor	600	14.7217	2.613	16.00	4.00	20.00
Motivation And Job Satisfaction	600	116.515	10.847	88.00	57.00	145.00

The above table shows that descriptive statistics showing effect of training on Work itself average effect was 25.9533 with 3.223 Standard Deviation, for Responsibility avg. Effect was 11.4650 with S.D. 2.090, for Payment average effect was 21.59 with S.D. 3.388, for Advancement Average effect was 14.0317 with S.D. 2.550, for Growth Average effect was 7.1800 with S.D. 1.757, for Recognition Average effect was 10.9967 with S.D. 2.339, for working conditions Average effect was 10.5767 with S.D. 2.167, for My leader/supervisor Average effect was 14.7217 with S.D. 2.613, and Motivation And Job Satisfaction Average effect was 116.515 with S.

D. 16.00.

Based on the mean scores Motivation and Job Satisfaction is more impact on employees than the other factors with minimum 57.0 and 145.0 maximum with 88.0 range. And least is Growth with minimum 2.00 and 10.0 maximum with 8.0 Range

6. FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 Findings

Training is one of the essential motivators which lead to many benefits for both employees and the organization that helps to attain objectives of the organization. This study examined the impact of training and development on employees’ performance. The objective is to evaluate and analyze the impact of training and development of employee’s performance. The study revealed average employee strongly belief that training improves skills, knowledge, and abilities and it helps to create their job satisfaction and give confident to accomplish the targeted goals

6.2 Recommendation

Organizations realized the importance of the role of training and Development programs as it increases the employee’s efficiency, skills and productivity. The research shows that there is strong impact of training and development on employee performance. All Employees of the organizations find their training and development is beneficial for their performance. Employers should be provided with more training programs in order to reduce the cost of recruiting and training new staff members. On the other hand the provision of feedback to

employees after training is recommended to find the areas to be trained and changes to be made for future training.

7. CONCLUSION

Training and Development is an important aspect of human resource management. It is important for organization to increase the employee's performance, and employees will be competent to accomplish the targeted goals. Training and Development would provide opportunities to the employees to make a better career life and get better position in organization. HR Department is continuously hiring skilled people from wide market and thus provides trainings to cope with global challenges. Through various HR activities and training programs they retain talents in the organization, ensure career path for performers to perform more efficiently and effectively to contribute towards organizational goals

References

1. Abbas, Z. (2014). *Identification of factors and their impact on employees' training and organizational performance in Pakistan*. *Kasbit Journal of Management & Social Science*, 7(1):93-109
2. Armstrong, M. (2009). *Armstrong's handbook of human resource management practice (11th ed.)*. London (UK) and Philadelphia (USA): Kogan Page Limited.
3. Aswathappa, K. (2000). *Human resource and Personnel Management*, Tata McGraw.
4. Drucker, P. F. (1999). *Management Challenges for the First Century*, New York. Hoper Business.
5. Gordon, B. (1992). *Are Canadian firms under investing in training? Canadian Business Economics*, 1(1): 25-33.
6. Iftikhar, A. and Sirajud, D. (2009). *Gomal Medical College and Gomal University, D.I.Khan, Pakistan, "evaluating training and development. International Journal of Scientific and Research Publications*, 7(2): 165-166.
7. James, O., Daniel, M. and Wanyoike. (2014). *Effects of training on employee's performance*.
8. Khan, R. A. G., Khan, F. A. and Khan, M. A. (2011). *Impact of training and development on organizational performance. Global Journal of Management and Business Research*, 11(7): 63-68.
9. Laing, I. F. (2009). *The impact of training and development on work performance and productivity in public sectors organizations: A case study of Ghana ports and Garbous authority. A thesis submitted to Institute of Distance Learning, Kwame Nkrumah University of Science, and Technology*
10. Mahbuba, S. (2013). *Impact of training in pharmaceutical industry: An assessment on square pharmaceuticals limited, Bangladesh. International Journal of Science and Research*, 2(2): 576-87.
11. Mozael, B. M. (2015). *Impact of training and development programs on employee performance. International Journal of Scientific and Research Publications*, 5(11): 38-42.
12. Miller, J. A. and Osinski, D. M. (2002). *Training needs assessment*. London: SHRM.
13. Rajasekar, J. and Khan, S. A. (2013). *Training and development function in Omani public sector organizations: A critical evaluation. The Journal of Applied Business and Economics*, 14(2): 37-52
14. Singh, R. and Mohanty, M. (2012). *Impact of training practices on employee productivity: A comparative study. Inter science Management Review*, 2(2): 87-92.
15. Noe, R. A. (2010). *Employee training and development*. McGraw-Hill/Irwin.
16. Stone, R. J. (2002). *Human Resource Management 2nd Edition*, John Wiley & Sons.