

# Role of Training on Employees Performance and Productivity

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## Abstract

In the age of International competition in Today's economy companies must train their employees and prepare them for jobs in the future. The Success or failure of modern business organizations depends on the quality of their human resources. Well trained and highly developed employees are considered as corner stone for such success. Hence the purpose of the study was to investigate the relationship between training and development and employees performance. Training is any planned activity to transfer or modify knowledge, skills and attitudes through learning experiences. Personal may require training for a variety of reasons, including the need to maintain levels of competence and respond to the demands of changing circumstances and new approaches and technologies. Training by itself cannot solve structural, organizations, or policy problems within an organization, although supportive supervision and the use of motivational strategies can help sustain performance improvement derived from training. The purpose of this research paper was to evaluate the effects of training on employee performance. In order to understand the study aim, goals were developed and these focused particularly on the objective of the training offered, the methods employed and finally the effects of training and development on employee performance. The findings can prove useful to human resource managers, Human resource policy decision makers, as well as government and academic institutions.

## 1. Introduction

Training and development is at the heart of an organization that seeks continual growth and improvement. It is a process of learning provided to new and existing employees acquiring knowledge and technical skills and developing attitudes of behavior in order to be more effective in their jobs. In the world of competitive economies, the globalisation of markets and the technological frenzy, are not enough for the enterprises to be productive employees. This included such training topics as time management, problem solving and decision making, public speaking and presentation skills, management change, and strategic planning. Present organizations are facing extensive competition, continuously changing technological and business environment.

Training involves an expert working with learning to transfer to them certain areas of knowledge or skill to improve their current jobs. In support for that made the following suggestions firstly: training is any learning activity which is directed towards the acquisition of specific knowledge and skills for the purpose of an occupation or task. Secondly: the need for training is as a result of demand of the job and demand of the organization. On the other hand, reviewed training as a systematic process of altering employees behavior to further organizational goals. It involves improving an employees skill to the point he or she can do the current job in away to improve organizational performance. Development is any activity which is rather than present needs and which is concerned more with career growth than immediate performance. The extent of development in an organization is to improve employees conceptual and human skills in preparation for a future job. It is concerned with teaching workers more general skills that will assist them in career growth, thereby equipping them for the future. Manpower

development or human resource development, the existence of unskilled and or skilled humans that need training or retraining to perform specific task in the society. In fact manpower development is focusing on turning out human resource that is needed for effective performance in the organization.

## 2. Purpose of the Study

The main purpose of this study was to investigate the impact of training and development on employee performance and productivity.

## 3. Objectives of the Research

- ❖ Determine the impact of training on employees performance and productivity
- ❖ Determine the impact of development on employees performance and productivity
- ❖ Explore different methods of training and development that affect employees performance and productivity
- ❖ Recommend well structured training process that can be used to improve the training and development proved to be beneficial to them.

## 4. Scope of the Study

It is commonly accepted that the human resource management function of any organization plays a crucial role in the attainment of its goal. Quite a number of practices are undertaken in the human resource management function to ensure the organization attracts and retains competent employees who in turn create an important source of competitive advantage for a firm. The study was conducted to establish the relationship between Training and development as human resource management function and their effect on performance and productivity.

## 5. Literature review

Training and Development basically deals with the acquisition of understanding, know-how, techniques and practices. In fact, training and development is one of the imperatives of human resource management as it can improve performance at individual, collegial and organizational levels. As the process of increasing ones capacity to take action, organizations are now increasingly becoming particular with organizational learning and therefore collective development. Training and development is beneficial not just for the organization itself but also to the individual employees. On the one hand, training and development leads to improved profitability and produce more positive attitudes toward profit orientation, improves the job knowledge and skills at all levels of the organization, improves the morale of the workforce and helps the employees identify with organizational goals. On the other, training and development benefits individual employees through helping them make better decisions and effective problem solving, assisting in encouraging and achieving self-development and self-confidence, helping an employee a person handle stress, tension, frustration, and conflict, increasing job satisfaction and recognition and moving the person toward personal goals while improving interaction skills. The following insights give a review of relevant literature in a accordance with focused points in this study:

### 5.1. Insight into Training

The importance of training as a central role of management has been recognized by many research studies. The recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized. 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.

Moreover, training also enhances the capabilities of panel of employees in very effective way by motivating them and transforming them in to well organize and well-mannered, that ultimately affects the performance of organization. Defines training as an indicator to enhance superior skills, knowledge, capabilities and outlook of the employees that results in effective performance of the workers. However, he adds one more thing, that is, training extends the production of the organization. In line with this is the believe that training is important mean to improve the employees" productivity which ultimately affects the organization performance and effectiveness. Furthermore, state that the most important impact of training on employees and organization performance is improve the quality and quantity of organization's output, increase in the organization's profitability, safeguarding the organization stability, minimizing the risk, decrease the organization cost and expenses, improving the management of the organization and establishing the organization as national and international entities.

## **5.2. Insight into Training and Development**

Vast amount of published research has highlighted the types of relationship that exists between training, deployment and common organizational measures like performance, productivity, competitive edge and effectiveness. In this study, the researcher concentrated more on the ties and links in between that brings together the concepts of training and deployment and then determines the impact of these combined concepts on performance and productivity. Training and development should be seen not only as the thread that ties together all human resource practices, but also as the instrument for establishing and signaling when and how work practices should change. In other words, employees should take on the role of organizational change agents. To be effective in this role, the human resource manager will need to create a framework for making human resource decisions based on Accra Polytechnic vision and strategic plan. In line with the above is that, training helps an individual learn how to perform his present job satisfactorily which involves developing the individual or employee for a future job and growth of the individual in all respects.

In short, development complements training because human resources can exert their full potential only when the learning process goes far beyond simple routine. When brought together training and development is considered as very essential part of the human resource department in any organization. Training is the process of teaching, informing, or educating people so that they may become as well qualified as possible to do their job, and become qualified to perform in positions of greater difficulty and responsibility. The staff in an organization is trained in different areas so that they become efficient in performing their activities. In service training is provided to employees so that their performance in the job increases as well as equips them to hold the responsibilities well. This training provides a development and growth for the individual through acquiring new core competencies and capabilities. From the above literature reading one can easily extract the existence, linkage and depth of relationship between training and development and employees performance.

## **5.3. Insight into Performance and Productivity**

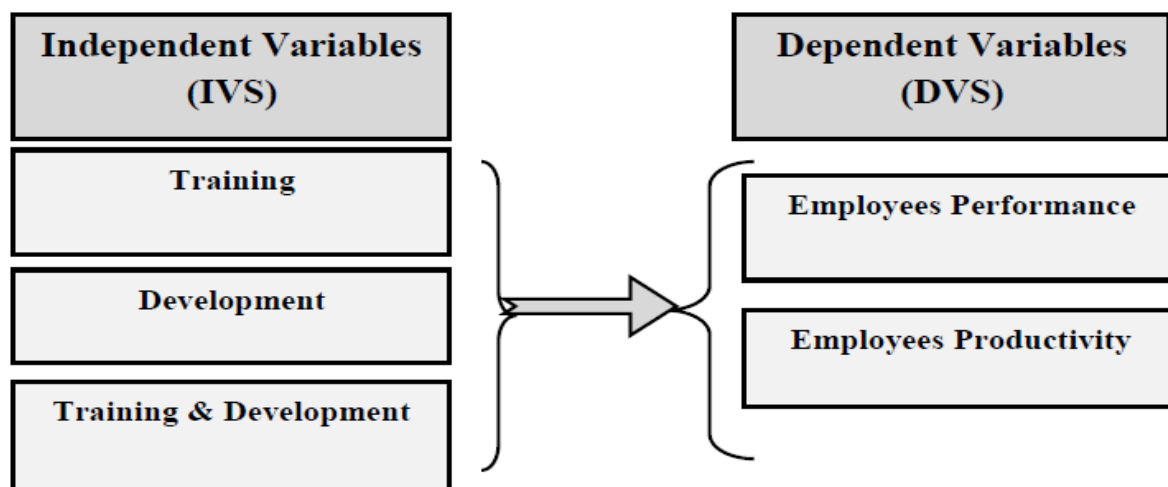
Training and development plays an important role in human resource development to achieve both objectives of the individuals and the organization. Training and development is said to have significant impact on employees performance as well as organizational performance. In general, the term performance is a broader based concept which includes effectiveness, efficiency, economy, quality, consistency behavior and normative measures. The definition of performance is the achievement of specific task which is measured against predetermined standards of accuracy, completeness, speed and

cost. He also added that, in an employment contract, performance is considered to be an achievement of the employee commitment that releases the performer from all liabilities that is designed under the contract.

Efficiency and effectiveness are major components of performance, which can be emphasized through training and development to increase performance of individual.

## 6. Research Theoretical Framework

General human capital theories support the tendency towards investment in training and development because such investment is considered very beneficial for the performance and productivity of employees, and performance of the organization as a whole. The research framework in this study is drawn graphically based on the grounds of literature review that the researcher has carried out. Here it is theorized that the independent variables, training and development had a positive effect on the dependent variables performance and productivity of employees, and on performance of the organization as a whole.. Figure below shows the research framework of this study.



**Fig: Research Theoretical Framework**

## 8. Conclusions

It is concluded that Training and development program is beneficial to the employer as well as employee. Trained employee results in less wastages and increase productivity so it is beneficial to employer. On the other hand it's beneficial to employee because it improves the skill, knowledge and ability of employees. The result is help to achieve the goals of organization.

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