

IMPACT OF TRAINING AND JOB SECURITY ON THE EMPLOYEES'S PERFORMANCE IN THE INDUSTRY

Nandkumar G Vinchurkar, Dr. Chandan Vichoray
PhD Research Scholar, Associate Professor,
Rashtrasant Tukdoji Maharaj Nagpur University, Nagpur, Shri Ramdeobaba College of Engineering & Management ,Nagpur, India

Abstract: The present study, 'the Impact of HR Practices on Employee Performance and Growth of Organization in Food Industry'. (A Study with Reference to Industries in Kalyan, Ambernath, Badlapur Industrial Area- Thane District, Maharashtra) has been taken up, keeping in view the significance of human resource development and extent of practical implementation of human resource development policies in food industry. The food industry is the most important industry in India, because it is one of the fastest growing industries, export-oriented, skill-intensive industry, which will motivate the human resource development practices rapidly and effectively in various sectors of the economy.

1.INTRODUCTION TO THE STUDY

The real wealth of a nation is its people and the purpose of development is to create a healthy environment for the people to enjoy long, healthy and creative happy lives. This is simple but potent truth which is often neglected in the pursuit of modern materialism and glittering financial wealth. The ultimate objective of planned development is to ensure well-being of the all human being of the nation through sustainable development in terms of the quality and prosperity of life of the people (Human Development Report, 1991). A healthy, educated and skilled mind can contribute more significantly and effectively to the economic development. There are two major areas in the social sector which requires balanced monitoring with optimum and genuine investment are training and education including health. As per Oxford dictionary, Training is a learning activity, which leads to acquisition of specific knowledge skills for the purpose of occupation or task which is necessary for the development of both the individual and organization.

In fact, education is the most powerful input for growth of human being in terms of social, economic, political, cultural and technological transformation of the society. Where in training becomes the backbone of the all endeavors the industry as well as in the country. It has immense power to transform the human being into human resources. It will be mare an imagination for the industry to move a single step ahead without trained manpower. Obviously, the training institute supplies the industry with talented

human resources with requisite knowledge to meet the demand for industry and multinational companies. Definitely training has special value on the point employees' performance and escalation of wealth of the nation.

A well trained population, equipped with the relevant knowledge, attitudes and skills is essential for economic and social development in the twenty-first century. Training skills and competencies strengthens the industry by imparting to citizens the tools needed to fully participate in the micro-level process. Training also acts as an integrative force in industry, imparting values that foster brethren cohesion and company identity. The training has facilitated economic progress as well as excellent opportunities for human being leading to both individual and group entity. Training, in its broadest sense in the development of human being, is the most crucial input for empowering the human with skills and knowledge and giving them an access to productive employments also.

In the developed industry, training is a good determinant of the huge commodity production in 21st century. Spread and diffusion of on job training is generally associated with essential trait of today's civilization such as modernization, urbanization, industrialization, communication and commerce. Therefore to acquire a better quantity of production, training of manpower is highly essential. Mahatma Gandhi said that "Education and training is a means for an all round drawing out of the best in child and man-body, mind and spirit. Literacy is not the end of the education or even the beginning. It is one of the means where man and woman can be educated" Thus, Gandhiji's concept of training and education stands for the balanced and harmonious development of all the aspects of human personality including women.

Training is always an important and integral part in furthering many kinds of human learning and development. If organizations are to make the best of the training function in their response to and promotion of change, the training function will need to be closely linked with business plans. This means that a detailed training policy needs to be agreed and implemented from the top of the organization and supported by management at all level. Training is the process of increasing the knowledge, and skills for doing a particular job.

It is an organized procedure by which people learn knowledge and skill for a definite purpose. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee. Training is aimed at improving the behavior and performance of a person and also it is a never ending or continuous process. Today, Indian organizations have realized the importance of training as a tool to achieve their strategic goals. It is not viewed by the organization as a longer but as an investment on one of its most dynamic assets, namely, employees. Many organizations consider training as a strategic

employee retention tool. It helps the organization create a smarter force capable of meeting any situation and challenges.

Human Resource is the life blood of any type of organization. Only through excellent-trained personnel, an organization can achieve its goals. Training is distinct as learning that is provided to get better performance on the present job. Given these flurry, this paper explores the impact of training and development on employee performance in select public sector organization. The research was intended to determine the role and impact of training on employees with emphasis on the Executives, Supervisors and Workmen of select public sector organization, who were randomly selected.

The study assessed the training process of select public / private sector organization and where training has improved employee performance. The findings revealed that impact of training and employee satisfaction at public /private sector organization are not in line with the best practices regarding the planned and systematic levels of performance after training and developing employees skills and knowledge process as is generally known. It was recommended among other things, that the processes involved in training be duly followed, select public sector organization should help its organization identify their career paths and to direct them in the search of better knowledge.

2. REVIEW OF LITERATURE

There were various earlier studies have been done on training and job security which were concerning to the employees' performance in the multi-national companies.

The existing practices of the various aspects of the training programme and its effectiveness in selected public and private sector banks in south India. This was mainly to assess the present status of the employee effectiveness in discharging the roles and responsibilities in tune with the objective of the bank. The authors assessed the effectiveness of the various facets of training, i.e. employee's attitudes towards training inputs, quality of training programmes, training inputs and application of training inputs to the actual job (Kartikeyan et.al. (2010).

The relationship between training experiences and attitudes about perceived job proficiency. The author found a direct relationship between one's positive training experiences, attitudes and proficiency. In this

study, those who updated training had the most positive attitudes toward training. Further, more of those who have negative training, attitudes also had a negative view on their proficiency (Debra (2011)).

The training had a significant role to play on productivity, but there are other dominant market forces which reduce its significance. Authors' analysis was a comparative study of training practices and other macroeconomic and market force both of which affect productivity (Singh and Mohanti (2012)).

The training programme are, undoubtedly a costly investment which will yield rich dividends in the long run. Hence the role and relevance of this most important human resource management function must be recognised and valued at all levels of the organization. Accordingly, training and development programme should be planned, developed, budgeted, conducted and evaluated with great care. The HRD literature to date has not proved to be very helpful in unraveling the nature of corporate training and development evaluation policies and practices in Indian context. It is, therefore, both relevant and interesting to examine the trends and status, evaluating the effectiveness of HRD programme in the Indian corporate sector (Saxena (2012)).

Training has important role in the achievement of organizational goal by integrating the interest of organization and the workforce. An employee is the assets and most important resource for an organizations so those organizations who provides training to their employees increases their productivity (Stone R.2002).

The training and development is an important function for the survival of any organization. The impact of training is double. From an organization point view, training of employees are essential for organization operations and advancement. From an employee point of view training activities is important for skills and development, employee performance and career advancement (Acton & Golden 2002).

There are many factors that influencing the quantity and quality of training activities like internal change, change in the external environment, the availability of skills in employees etc. (Cole 2002). Training enhances knowledge, skills, competencies and attributes ultimately increase worker performance and productivity of organization. Today's education systems, do not essentially impart knowledge for job positions in organizations. Due to this organizations labour force comprises of few employees with right skills, abilities and knowledge required to fill the job position in the market. So there is a requirement for effective training for employees to improve their organization productivity and performance. In the banking sector employee skills and knowledge are important assets that enhance productivity and performance. This is because, bank is a service industry, the services that bank is provided are delivered

into its employees and the services are consumed by its customers at the same time. The bank employees stand for services and represent to the customer the quality and value of the banks service. (Aryee 2009).

The key ingredient in every system is people. People design, develop, operate, and maintain the system, and they utilize the output generated by the system, if a new information system is to be implemented successfully, then everyone who is affected by the system must be made aware, first, of his or her individual responsibilities to the system, and second. What the system provides to that person (Ihunda (2002).

The training by means of the internet or intranet, works better when it is used as a complement to traditional techniques. For instance, it is ideal for getting students acquainted with the theory before practicing it in a group or class environment. When all participants have devoted some time to reviewing the relevant information on the internet or intranet before the lesson, they will start the practical session with some notion of basic principles, and will all have a similar level of knowledge. This will enable facilitators to develop the trainees' knowledge, as they already have a grounding of basic principles, Festa (2000).

3. MAIN OBJECTIVES OF THE STUDY

India is a developing country and it requires human resources for promoting economic growth and development. Training and job security plays very important role in the development of the industry in terms of Human Resources. The present study aims at looking various aspects relevant to training and security in the following manners:-

- (a) To study the impact of training on employees' performance of the organization.
- (b) To study, through analysis, the general behavior and pattern of employees towards training.
- (c) To determine the relationship between job security & its impact on employee work performance.
- (d) To make recommendation and suggestion if any.

4. HYPOTHESIS

- (a) There is no significant impact of Training on performance of Employee.
- (b) There is significant impact of training on performance of employee.
- (c) There is no significant impact of job Security on the Employee Performance in the Industry.
- (d) There is significance impact of Job Security on Employee Performance in the Industry.

5. SAMPLE SIZE AND ITS ANALYSIS IN TERMS OF OBJECTIVES AND HYPOTHESIS

The sample size was 350, made up of 60 Executives, 63 Supervisors, and 227 Workmen this study used both primary and secondary data. Primary data were collected from the employees of select public sector organization through structured questionnaire. Quantitative data analysis was done by using SPSS software. The techniques for quantitative data analysis were paired t test, Chi-square test.

Table : 1 Impact of Training on Work Performance by various attributes

Position Levels	Impact of Training on Work Performance					Total
	Time Management	Improved Interpersonal Relationship	Task Completions	Wastage Minimized	Output improved	
Executives	8(13.3%)	23 (38.2%)	10 (16.1%)	15 (25.6%)	4 (6.7%)	60 (100%)
Supervisors	5 (7.9%)	18 (28.6%)	15 (23.8%)	17 (27.07%)	8 (12.7%)	63 (100%)
Workers	59 (26.4%)	61 (26.9%)	47 (20.7%)	34 (15.0%)	26 (11.5%)	227 (100%)
Total	72 (20.6%)	102 (29.1%)	72 (20.6%)	66 (18.9%)	38 (10.9%)	350 (100%)

It is clear from the table that the majorities of Executive (38.3%), Supervisors (28.6%) and workers (26.9%) has stated that the training for the employee improve the work performance as well as other criteria of the work performance in the organization.

Table : 2 (Paired T and P Test) of the attributes)

Level of Performance	Mean	Number of Frequency	Standard Deviation	T Value	P Value
Before Training	3.95	350	926	-4.345	000
After Training	4.22	350	986		

Here, P Value (.000) is less than 0.5, the null hypothesis is rejected at 1% level of significance. Hence, it is analysed and concluded that there is very significant difference in the level of performance before and after of training. Based on the mean score, the performance of the employee after training is 4.22 which is higher than before training 3.95. It is also quite clear that the training has enhanced the employee performance. There is no significant difference in the level of performance before and after training.

6. FINDINGS, CONCLUSION AND SUGGESTIONS

It is very pertinent to make out here that the training is very important aspect in this modern era in making the organization at higher achievement. Definitely in the form of modernization, the training and job security has become very important phase of employee satisfaction as well as their performance in the industry on daily basis. Now a day's training section also has been made in the organization for better performance of the employee. The study reveals that the impact of training and job security has direct affect on the employee satisfaction at public as well as private sector organization. Training and job security are considered as systematic level performance after training and maturity in the mindset up of the employee in terms of knowledge and skills as well as other process of the industry. Job security and training in terms of processes in the industry is following, there will be significant grow up and multiplication in the organization which also identify the career path and direction in the employee's life and better knowledge of the industry.

The data collected through questionnaires, interviews and observations, reveals that executives have a higher commitment regarding the training and job security. The following points emerged from the study and they strongly accept that the training and job security contributes in improvement of performance as well as their satisfaction in the industry which provide high quality productivity and security environment. The Job security and training also determines the high moral and motivation of the employee that reduce absenteeism and discipline in the formation of work development. The training

entrails many systematic procedures and improves the inner ability of the employee aligned with the organization plans and achievement of goals of the industry.

It has become universal truth that training is essential concept and it is very necessary to carry out the work efficiently and effectively while facing for the challenges. According to researcher's observation, all of above positive attitudes that have emerged among top management due to; they have achieved very immersive tangible benefits through successful implementation of training and security of the job. All of the improvement in mental condition of employees and motivation towards work with enthusiasm. Employees, they work as a team. Experience and the knowledge gained through Training and continued job security have been immensely helped for the organizational development and high quality productivity.

The research paper reveals that the industry, in present scenario enjoys greater employee performance through successful implementation human resource practices through training and security of the employee in the industry. In fact, the current situation without training and security is not possible to achieve the pre-determined goal of the industry. Any deviation from the training and security decrease the commitment and enthusiasm of the employee and deteriorate the situation of the industry. However the following suggestion can be undertaken for every organization :-
Very exhaustive training schedule with secure job environment should be integrated to achieve and determined the pre-orientated goal.

Sufficient interval review mechanism should be introduced for the effectiveness and relevance of training and security.

The training practice must be flexible so that some corrective measures may be adopted as per the required situation.

Well planned training programme for the employee to make good and healthy relations with the employees improves the environment of the Industry

The board should introduce more reward based scheme with monetary incentives which inculcate good habit and security to the employee

There should be proper department of human resource which also becomes the think tank for the industry for improvement in the human capability and their utilization in the industry.

7. REFERENCE

- Srivastav. (2009). Heterogeneity of Organizational Climate. *Research and Practice in Human Resource Practice*, 1-44
- Singh A K (2010), “Impact of the HRM Practices and Organization Culture on Managerial Effectiveness in Public Sector Organizations in India”, *Agriculture Economics, -Czech*, Vol. 56 (8), pp. 379-386.
- Lather A S, Puskas J Singh, A K, Gupta N (2010), “Organizational Culture: A Study of Selected Organizations in the Manufacturing Sector in NCR”, *Agriculture Economics-Czech*, Vol.56, No.8, pp.349-358.
- Pooja and renu „climate profile and organizational citizenship behaviors: A comparative analysis of teachers working in public and private schools, the ICFAI journal of organizational behavior, vol , no 4, pp 7-17.
- Kothari, C. (2004). *Research Methodology, Methods and Techniques*. New Delhi: Wiley Easton
- Ravindra Uttamrao Kanthe, Dr.Rajesh U Kanthe, *Human Resource Practices –A Study on Small Scale Industries in Miraj City*. *International Journal of Marketing and Human Resource Management*, 3(3), 2012, pp. 228–234.
- Rolf P. L and Udai P. (2002) *Training for Organisational Transformation (part 2)* sage publications ltd. New Delhi.
- Sadler-Smith E., Down S et al (2000) “Modern’ Learning Methods: Rheotic and Reality Personnel Review, 29 (4):474
- Shen J. and Roger .D. (2006) *Training and Management Development in Chinese multinational Mark* Saunders.
- Smith A., E. (2000) *Applying Knowledge-Enabling Classroom and In the Workplace*. *Journal of Workplace Learning*, 12(6): 236-244

Sims R. Ronald (2006) Human Resource Development: Today and Tomorrow. Information Age Publishing Inc. (USA)

Stewart, J. (1996) Managing Change through Training and Development; 2nd edition.

Philip L, and Adrian T., (2007) Research Methods for Business Tennant C., Boomerang M., and Roberts

P.A.B (2002) The Design of a Training Programme

