

IMPACT OF TRAINING & DEVELOPMENT ON EMPLOYEE JOB PERFORMANCE: AN EMPIRICAL STUDY

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Abstract

Training plays an important role in the continuous growth and expansion of a company and also helps employees increase their skills and knowledge to best perform their current job. It also increases employee retention and, as a result, loyalty and even helps companies attract the best employees possible. Today, corporate training covers all aspects of business, from specific technical training to more general practices, such as customer relations, sales procedures and operating procedures. Proper training, development and education for employees, at the right time, offers great advantages to the employer in terms of increased productivity, knowledge, loyalty and contribution.

Therefore, this study was conducted to measure the relationship between training and development and the work performance of employees using self-administered questionnaires collected from employees of selected service sectors in Dehradun. The results of the study showed that training and development have an impact on the work performance of employees in certain service sectors in Dehradun.

Keywords: Training and Development, employee performance, employee development, human resource development

Introduction

In the modern advanced technological environment and the increase in world trade that has led to radical changes in the 21st century workforce, the development of human resources is becoming increasingly important in the developing region and throughout the world. Technological advances diminish the need for humans to perform normal work skills and increase the opportunity for humans to perform complex work skills. The expansion of globalization produces growth and competitiveness for skilled workers. Most of the resources necessary for the success of any nation / company are human resources. When we say human resources, we refer to exceptionally qualified, competent and competent human resources. However, it is rarely possible for a company to easily find ideal people who are already equipped with the desired skills and experience. Companies end up regularly hiring wrong people or candidates with insufficient previous experience. In these cases, giving them the pink tone, many seem to be the easiest way out of that situation, but it is not always the best solution. Another option, and in some cases a much better way, may be intensive training. This can be a win-win situation for the organization and the employee, if done correctly. The purpose of the training is to provide employees with the desired skills and knowledge related to the job through a positive structured approach. This process can also transform employees into valuable organizational resources.

Before liberalization, privatization and globalization, India had unemployment where candidates had eligibility, suitability and capacity, but jobs were not available due to the lack of so many opportunities. But with the introduction of globalization in India, many employment opportunities have been created. But, unfortunately, young people in India are not equipped with the necessary skills and abilities that employers expect.

Literature Review

According to Frost et al. (2000), most human resource professionals agree that limiting organizational responsibility in employee training is a very important aspect of employee development. Some jobs require training and certification so that an employee can successfully complete the minimum job requirements related to that position. Proper documentation of employee development before or during the completion of their work by the employee can not only help to follow and develop training, but also limits responsibility in the event of human error on the part of these employees. An example of how documented employee training could be useful would be if an employee of the warehouse were assigned the position of forklift operator. Obviously, the organization is expected to subject this employee to all the training necessary to ensure that the employee can use the equipment and do so in accordance with applicable policies and regulations. While employee training documentation hardly ever protects an employer from legal liability, training and certification is expected to reduce legal costs and damage to the organization's reputation (Frost et al., 2000).

Warnich, Carrel, Elbert and Hatfield (2004: 345), training needs must be determined first. In this sense, a basic "communication connection process" between the two parties is needed. The training must be addressed in a way that meets the performance needs of the employees and is in accordance with their job descriptions. Both the employee and the employer must work together to determine what employees do not know. They must also identify the training method that impacts work so that he / she can be trained to fill that particular void. Employees must be responsible for making decisions about their training, while employers must offer their employees the opportunity to improve their basic skills to enable them to deal with more complex situations.



According to DeSario et.al. (1994), training refers to learning experiences designed to improve the short and / or long-term job performance of individual employees. " In this sense, training is considered part of a continuous development process. Education must be linked to the organizational mission (Eurich, 1985, Fischer, 1989, Latham, 1988, Miller, 1989). Therefore, when local administrations plan their training activities, they must provide the link with the organizational mission, the local budget and the implementation.

According to Eurich, (1985), it is generally advisable to examine training activities in terms of their ability to influence individual work performance, rather than isolated experiences that may or may not contribute to the success of the organization.

Myles (2000) states that a company that tries to train and develop its employees well and reward them for their services has its employees motivated and, therefore, more inclined to their work, thus improving performance and loyalty to their company. These same employees, being the point of contact with customers, will offer a better service, which will lead to a greater number of commercial customers and more references to satisfied customers. The increase in sales through referrals and repeated activities will result in an increase in corporate profits, thus improving shareholder investment. Therefore, shareholders benefit from higher returns on their investments in the business. In addition, good financial performance also attracts new shareholders to the business. Suppliers will be eager to do business with the company due to its financial strength and positive reputation. Therefore, the company can negotiate friendly purchasing conditions with suppliers. This example illustrates the "virtuous circle" as described by Lisk (1996) in which there is a reciprocal relationship between training, development and performance.

Lerner (1986), to further illustrate this reciprocal relationship, conducted an eleven-year study and found that organizations with cultures that emphasized training and development and ethical values in each area with respect to employees, clients and stakeholders, so as the leadership of the managers, it outperformed the companies that did not have these cultural characteristics with a large margin.

Noe (2001), organizations that adopt training and development practices can retain customers, suppliers, employees, stakeholders and shareholders in the long term, as they are considered more reliable and better custodians of the interests of the various stakeholders. This translates into a better financial performance of the business.

Research Objectives & Methodology

The purpose of the study is to evaluate the relationship between training, development and the work performance of employees. Descriptive and explanatory research was selected for this study. A structured questionnaire was designed that covers various aspects of the training and development program and its connection with the performance of employees and is distributed to the randomly selected sample by the various employees working in selected service sectors in Dehradun. Primary and secondary data were used to analyze the problem in question. Secondary data was collected from various sources, such as books, journals, and paper research websites and other relevant sources. The primary data was collected through several respondents using self-constructed questionnaires. The questionnaire consists of open and closed questions. It consisted of two parts; Part A that covers general information about the respondents. Part B that covers information on training and development and its impact on employee performance. A convenient sampling was used, for example, a sample size of 80 employees was selected. Several service organizations operating in Dehradun to study the problem under study.

Hypothesis Testing

Hypothesis 1

H₀=There is no significant difference between types of training and demographic characteristics of employees.

H₁= There is significant difference between types of training and demographic characteristics of employees.

Cross Tabulation between Types of training and age wise classification Of Respondents

		Types of training is given to the organisation			Total
		On the job training	Off the job training	Both	
Age wise classification	Upto 25 years	8	2	6	16
	26-35 years	12	0	6	18
	36-45 years	4	3	3	10
	46-55 years	3	2	1	6
	56 years and Above	1	0	0	1
Total		28	7	16	51

Calculated value of chi-square=8.508

Tabulated value :15.507

INTERPRETATION- The cross tabulated data presented in the above table indicates **Types of training across age wise classification** . It is seen out of 16 respondents,8 respondents who were up to 25 years undergone on the job training ; 2 respondents undergone off the job training ;6 respondents undergone both the training .it is seen out of 18 respondents, 12 respondents who were between 26-35 years undergone on the job training; 0 respondents undergone off the job training; 6 respondents undergone both the training. It is seen out of 10 respondents. 4 respondents were between 36-45 years undergone on the job training; 3 respondents undergone off the job training;3 respondents undergone both of the training. It is seen out of 6 respondents. 3 respondents were between 46-55 years undergone on the job training; 2 respondents undergone off the job training; 1 respondents undergone both of the training. It is seen out of 1 respondents undergone. 1 respondents were 56 years and above undergone on the job training; 0 respondents undergone off the job training; 0 respondents undergone both of the training.

Further Chi-square test was carried out to know the degree of association between types of training across the age wise classification of the employees in the organization It is seen that calculated value of χ^2 i.e 8.508 which is smaller than tabulated value of χ^2 i.e. 15.507 and hence null hypothesis is accepted indicating there is no significant difference between types of training and age of employees.

Cross Tabulation between Types of training and gender wise classification Of Respondents

		Types of training is given to the organisation			Total
		On the job training	Off the job training	Both	
Gender wise classification	Male	16	4	7	27
	Female	12	3	9	24
Total		28	7	16	51

Calculated value of chi-square =.791

Tabulated value :5.991

INTERPRETATION- The cross tabulated data presented in the above table indicates **Types of training across gender wise classification** . It is seen out of 27 respondents,16 respondents who were male undergone on the job training ; 4 respondents undergone off the job training ;7 respondents undergone both the training . it is seen out of 24 respondents , 12 respondents who were female undergone on the job training ; 3 respondents undergone off the job training ; 9 respondents undergone both off the training.

Further Chi-square test was carried out to know the degree of association between types of training across the gender wise classification of the employees in the organization It is seen that calculated value of χ^2 i.e .791 which is smaller than tabulated value of χ^2 i.e. 5.991 and hence null hypothesis is accepted indicating there is no significant difference between types of training and gender of employees.

Marital wise classification * Types of training is given to the organisation Cross tabulation

		Types of training is given to the organisation			Total
		On the job training	Off the job training	Both	
Marital wise classification	Married	12	3	4	19
	Unmarried	16	4	12	32
Total		28	7	16	51
Calculated value of chi-square =1.498					

Tabulated value:5.991

INTERPRETATION- The cross tabulated data presented in the above table indicates **Types of training across marital wise classification** . It is seen out of 19 respondents,12 respondents who were married undergone on the job training ; 3 respondents undergone off the job training ;4 respondents undergone both the training . it is seen out of 32 respondents , 16 respondents who were unmarried undergone on the job training ; 4 respondents undergone off the job training ; 12 respondents undergone both off the training.

Further Chi-square test was carried out to know the degree of association between types of training across the marital wise classification of the employees in the organization It is seen that calculated value of χ^2 i.e 1.498 which is smaller than tabulated value of χ^2 i.e. 5.991 and hence null hypothesis is accepted indicating there is no significant difference between types of training and marital of employees.

Educational qualification wise classification * Types of training is given to the organisation

		Types of training is given to the organisation			Total
		On the job training	Off the job training	Both	
Educational qualification wise classification	Metric & below	0	1	1	2
	Under-Graduate	2	3	0	5
	Graduate	8	0	6	14
	Post- Graduate	10	1	9	20
	Professional Qualification	8	2	0	10
Total		28	7	16	51
Calculated value of chi-square =22.283 ^a					

Tabulated value : 15.507

INTERPRETATION- The cross tabulated data presented in the above table indicates **Types of training across income wise classification** . It is seen out of 11 respondents,6 respondents who were earn up to Rs. 15,000 PM undergone on the job training ; 2 respondents undergone off the job training ;3 respondents undergone both the training .it is seen out of 11 respondents, 8 respondents who were earn between Rs. 15,001 to 25,000 PM undergone on the job training; 0 respondents undergone off the job training; 3

respondents undergone both the training. It is seen out of 8 respondents. 3 respondents were earn between Rs.25,001 to 35,000 PM undergone on the job training; 3 respondents undergone off the job training; 2 respondents undergone both of the training. It is seen out of 11 respondents. 5 respondents were earn between Rs.35,001 to 45,000 PM undergone on the job training; 0 respondents undergone off the job training; 6 respondents undergone both of the training. It is seen out of 5 respondents undergone. 4 respondents were earn between Rs. 45,001 to 55,000 PM undergone on the job training; 0 respondents undergone off the job training; 1 respondents undergone both of the training. It is seen out of 5 respondents undergone. 2 respondents were earn Rs. 55,001 PM undergone on the job training; 2 respondents undergone off the job training; 1 respondents undergone both of the training

Further Chi-square test was carried out to know the degree of association between types of training across income of employees in the organization It is seen that calculated value of χ^2 i.e 14.224 which is smaller than tabulated value of χ^2 i.e. 18.307 and hence null hypothesis is accepted indicating there is no significant difference between types of training and income of employees.

Income wise classification * Types of training is given to the organisation

	Types of training is given to the organisation			Total
	On the job training	Off the job training	Both	
Income wise classification Upto Rs. 15,000 PM	6	2	3	11
Rs. 15,001 to Rs. 25,000 PM	8	0	3	11
Rs. 25,001 to Rs. 35,000 PM	3	3	2	8
Rs. 35,001 to Rs. 45,000 PM	5	0	6	11
Rs. 45,001 to Rs. 55,000 PM	4	0	1	5
Rs. 55,001 PM & Above	2	2	1	5
Total	28	7	16	51
Calculated value of chi-square =14.224 ^a				

Tabulated value : 18.307

INTERPRETATION- The cross tabulated data presented in the above table indicates **Types of training across income wise classification** . It is seen out of 11 respondents,6 respondents who were earn up to Rs. 15,000 PM undergone on the job training ; 2 respondents undergone off the job training ;3 respondents undergone both the training .it is seen out of 11 respondents, 8 respondents who were earn between Rs.

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Hypothesis 2

H₀=There is no impact of training and development on employee job performance.

H₁= There is impact of training and development on employee job performance

Regression analysis:

Table 4.5.1 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.684 ^a	.467	.456		.44820

a. Predictors: (Constant), Training and development

INTERPRETATION=the above table shows the value of R, R square , Adjusted R square and Std. error of the estimate the value of R ranges from -1 and 1. Small value indicate the model does not fit the data well in this case R=.684. thus it shows the model summary and overall fit statistics. We find that the adjusted R square of the model is .456 %with R square =.467 that means the linear regression explain 46.7 of the variance in the data.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.635	1	8.635	42.982	.000 ^b
	Residual	9.843	49	.201		
	Total	18.478	50			

a. Dependent Variable: Employee Performance

INTERPRETATION- From the above table it is clear that value of significance is .000 which is less than .05 thus null hypothesis is rejected. This means there is significant impact of training and development on employee performance.

Table 4.5.3 Coefficients for Regression between Training and Development

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.259	.391		3.222	.002
	Training and Development	.704	.107	.684	6.556	.000

a. Dependent Variable: Employee Performance

INTERPRETATION= the regression equation can be rewritten as :

$$\text{Employee performance} = 1.259 + .704 (\text{Training and Development})$$

Conclusion

Today, organizations face fierce competition, scarce resources and rapid technological change. This means that organizations must be managed in such a way as to guarantee not only their immediate survival, but also their long-term future development. However, as in the case of any industry, in a highly competitive environment and in a growing economy, only the most suitable will survive. Training plays an important role in achieving these goals. The purpose of this study is to examine the effects of employee performance training within the service sector in Dehradun. The results reported in this study suggest that training and development have an impact on employee performance compared to their work. This result is substantially consistent with the previous management literature on training and development. The results of the questions on employee participation in training and training selection indicate that these companies have good and perhaps clear training and development policies, as most respondents said they participated in the training and that most part of them received the opportunity to train under the mandatory company practice for all employees and / or when they join the company. In examining the question related to the quality of the training program, the results indicate that the programs undertaken by the sampled companies are relevant as expected from the opinions of the respondents. It was found that the null hypothesis was rejected, which indicates that there is a significant difference between the types of training and the education qualification of the employees. Therefore, different training and development programs should be designed for employees with different educational backgrounds.

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