



# A Study on Impact of Manpower Training on Employee Performance in Zuari Cements Limited, Yerraguntla

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## ABSTRACT

Training is becoming one of the most important functions that have real impact on an organizational performance. The study focuses on impact of manpower training on employee performance in ZUARI CEMENTS LIMITED. The main objective is to study the satisfaction levels of employees on training provided by ZUARI CEMENTS LIMITED and to identify the factors influencing employee performance. By using regression and independent sample t-test it is found that there is an impact of employee training on employee performance. It is also found that employees are satisfied with the training programmes provided by the company. Training programmes should be conducted more frequently on regular basis to the employees as it can lead to improve employee skills, knowledge, abilities, and performance. Finally the training programmes provided by Zuari cements limited are found to be effective, credible and commendable.

**Keywords:** Employee training, Employee performance, Employee satisfaction

## 1. Introduction

Training has the particular part in the accomplishment of a hierarchical objective by consolidating the interests of organisation and the workforce. Since training increases the competence and suitability of both representatives and the organisation, it is currently the most important factor in the business world. The representative execution depends on a variety of factors. In any case, training is the most important component of effective execution. Workers' skills must be upgraded through training. Because of the growth in both abilities and skills brought about by more work experience, the representatives with more experience perform better.

Training has an impact on a venture's arrival as well. Given that organizational human resource capital plays a crucial role in development and hierarchical execution, authoritative execution depends on representational execution. Therefore, preparation is provided to the organization's representative in order to improve both the worker and authoritative execution. Therefore, the purpose of this investigation is to show how preparation and the plan for preparation affect worker performance. Training and development improve employee performance, as the specialist stated in his research, and are essential steps to improve the performance of the organization's welfare component.

The word "training" consists of eight letters, to each of which could be attributing some significant meanings in the following manner.

T-Talent and Tenancy, R-Reinforcement, A-Awareness, I-Interest, N-Novelties, I-Intensity, N-Nurturing, G-Grip.

## 2. Literature Review

1. **Mohammed Hassem Yimam (2022)** Training is a continuous process to improve the caliber of employees. Training is the most basic function of human resources management. It is the systematic application of formal processes to help people to acquire the knowledge and skills necessary for them to perform their jobs satisfactorily
2. **Nwali C. Ndid and Adekunle Moses (2021)** in a very competitive business community, what separates one organization from the rest is the performance of its workers. Organization always seeks to drive employee performance and productivity while utilizing various strategies in line with its Mission, Vision, and Objectives. These strategies range from selection, recruitment, and reward system to training and education of employees.
3. **Kuruppu et al (2021)** the success of any organization depends considerably on the standard of its human capital. Training is a more powerful weapon among Human Resource Management practices, which helps to develop knowledge and skills of employees in an organization. Some employments and designations are redundant and surplus in organizations due the newest technologies that have taken place. Due to that there is a need of highly skilled people in organizations and employees need to be skilled and trained in order to secure their employment in the future.
4. **Mobarak et. al. (2019)** employee training entails getting the necessary knowledge about the work situation and the way to manipulate the technicalities of the work to achieve the required objectives. Accordingly, training and development improves the skills and know-how of the employees and is a very important aspect of an organization under the human resource management.
5. **Depo-Mogaji and Olowolaju (2019)** The competitive nature of the twenty first century business environment that requires more from the employee has increased the need for training of employees. This further necessitated by the technological advancement around the world and

the need for creative and innovative ability of the employees to ensure value for money through quality products. In addition, the essence of employee training is to enable them to get the requisite skills and the capabilities required for the delivery of their services to their organization.

### 3. Objectives of the Study

- To know the impact of manpower training on employees performance at “Zuari Cements Limited”
- To study the satisfaction levels of employees on training provided by the zuari cements limited.
- To identify the factors influencing employee performance.
- To make proper suggestions for the improvement of training.

### 4. Research Methodology

Research methodology is the procedure which is used to collect information and data for making decisions. Primary data and secondary data are utilized to gather statistical points. Essential information is gathered through questionnaire implied for the representatives. It may include research publications, interviews, questionnaires and other techniques which may include past and present information.

#### 4.1 Data Collection

To conduct any research, a scientific method must be followed. So, the simple random sampling method has been followed for the study and the analysis is based on primary data. Data was collected through primary sources.

Primary data has been collected from questionnaire, which consists of a list of questions, along with the choice of answers, typed in a sequence on a form used for acquiring specific information from the respondents.

#### 4.2 Sample Design

**Population:** The total population in Zuari cements limited is more than 560 employees

- Sample size:** A sample of 232 employees is taken to collect data
- Sampling technique:** Probability sampling
- Sampling unit:** Zuari cements limited, Yerraguntla
- Sampling method:** Convenience sampling method

#### 4.3 Statistical tools

The tools used for analysis are Simple linear regression, Multiple linear regression and Independent sample t-test which are analyzed on the basis of the questionnaire. The data gathered through Questionnaire is analyzed using analytical tools of SPSS software.

#### 4.4 Limitations of the Study

- The study is restricted to ZUARI CEMENTS only.
- The period of study having been very short hindered the duration of the project work. Hence the work was not undertaken up to the expected level.
- Due to time constraints, only a limited sample size was selected.
- There is a chance for bias in the information given by the respondents.

#### 5. Data Analysis & Interpretation

**Null hypothesis (H0):** There is no significant impact of employee training on employee performance.

**Alternative hypothesis (H1):** There is a significant impact of employee training on employee performance.

**Table 5.1 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.509	1	15.509	23.548	.000 <sup>b</sup>
	Residual	151.486	230	.659		
	Total	166.996	231			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), employee training

**Table 5.2 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.595	.134		34.181	.000
	employee training	-.288	.059	-.305	-4.853	.000

a. Dependent Variable: Employee performance

#### Interpretation:

From the co-efficient table, the significant value is 0.000 which is less than 0.005 and standardized coefficient beta value is -0.305 which means employee training is impacting negatively on dependent variable employee performance.

From the Anova table, it is found that significant value is 0.000 which is less than 0.005. It means regression model is significantly influencing dependent variable employee performance.

Hence the null hypothesis (H0) that there is no significant impact of employee training on employee performance is rejected and the alternative hypothesis (H1) there is significant impact of employee training on employee performance is accepted.

**Null hypothesis (H0):** There is no significant impact of employee qualification, satisfaction and Frequency of employee training on employee performance.

**Alternative hypothesis (H1):** There is a significant impact of employee qualification, satisfaction and Frequency of employee training on employee performance.

**Table 5.3 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.544 <sup>a</sup>	.296	.287	.634

a. Predictors: (Constant), Employee satisfaction, Frequency of Employee Training, Employee Qualification

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.408	.300		4.690	.000
	Employee Qualification	.217	.058	.226	3.770	.000
	Employee satisfaction	.343	.059	.366	5.837	.000
	Frequency of employee training	.102	.060	.108	1.687	.013

a. Dependent Variable: Employee performance

### Interpretation:

From the model summary table, R square value is found to be 0.296 which means the independent variable employee qualification, employee satisfaction and Frequency of employee performance are explaining 29.6% of variance in dependent variable employee performance. From the co-efficient table, it is found that the significant value of employee qualification, satisfaction and frequency of employee training are 0.000, 0.000 and 0.013 which are less than the significance level (0.05).

The standardized coefficients indicate that employee satisfaction has the strongest effect on employee performance, followed by employee qualification and then frequency of employee training.

Finally, it is found there is an impact of employee qualification, satisfaction and frequency of employee training on employee performance.

**Null hypothesis (H0):** There is no significant difference between employee satisfaction of male and female on training provided by Zuari Cements Limited.

**Alternative hypothesis (H1):** There is a significant difference between employee satisfaction of male and female on training provided by Zuari Cements Limited.

**Table 5.5 Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Employee satisfaction	Male	129	4.29	.802	.071
	Female	102	3.88	.812	.080

**Table 5.6 Independent Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Employee satisfaction	2.456	.118	3.785	229	.000	.404	.107	.194	.615
Equal variances assumed			3.779	215.697	.000	.404	.107	.194	.615
Equal variances not assumed									

### Interpretation:

The results show that there is a significant difference in employee satisfaction between males and females on training provided by Zuari cements limited, with males having a higher mean score of 4.29 than females, who have a mean score of 3.88. The significant-value of 0.000 is less than 0.05, which indicates that the difference in means is statistically significant. This suggests that males may be more satisfied with their jobs than females. So, the null hypothesis (H0) is rejected and the alternative hypothesis (H1) is accepted.

## 6. Findings

The study revealed that average employees strongly beliefs that training improves their skills, knowledge, abilities and performance and also it help to create job satisfaction of employees. Basically the better productivity depends on proper training to the employees. From the multiple regressions it is concluded that employee satisfaction has the strongest effect on employee performance, followed by employee qualification and then frequency of employee training. This means that the more the employees are satisfied, better their performance is likely to be. Similarly, the more qualified an employee is, the better their performance is likely to be. Finally, frequency of employee training also has



effect on employee performance, but the effect is smaller than the effects of satisfaction and qualification.

Many respondents said that training improves the quality of products produced by the employees. Because they are making only few mistakes after training. So majority of the participants agreed that training reduces mistakes as well as defects in products. If the training is provided effectively in the organization there will be a reduction in staff turnover and automatically employee retention will increase.

There may be some gender bias in the way that employee training is delivered. Males are more likely to receive on-the-job training, which is typically seen as a more effective form of training. This could mean that males are getting more opportunities to develop their skills and advance their careers. The results of the t-test indicate that there is a significant difference in employee satisfaction between males and females, with males having a higher mean score than females. This suggests that males may be more satisfied with their jobs than females.

## 7. Suggestions

The employees in Zuari cements are performing well even though they are not attending the training more frequently. So, training programmes should be conducted more frequently on regular basis to the employees as it can lead to improve employee skills, knowledge, abilities, and performance than earlier. This, in turn, can lead to increased productivity and profitability. And it is a positive sign, as it suggests that training can be an effective way to improve their bottom line. The company has to concentrate on the small percentage of respondents who are not satisfied with the training programmes and whom it has not helped to overcome from their shortcomings or work related problems.

Training methods should be designed in such a way that they create interest and enthusiasm among employees to attend the training programmes. Organizations should use a variety of training methods, including on-the-job training, classroom training, and e-learning. This will help to ensure that all employees have access to training that is appropriate for their needs and learning style.

Training should be provided to both males and females without any bias and should be given equal opportunity in participating all types of training methods. Industrial visits should be organized to improve the technical knowledge and create the awareness about working conditions at other plants. Training programmes should be designed and organized in such a way that they help the employees to develop their career and help to get promotions also.

## 8. Conclusion

Training is an important aspect of human resource management. It is important for the organization to get skilled and capable employees for better performance and employees will be more competent when they have the knowledge and skill of doing it. Training would provide opportunities to the employees to

make better career and get better position in organization. There is significant impact of employee training on employee performance. If the organization provides effective training programmes, then the performance of the employees will increase. It is evident that the employees are highly satisfied with the training provided by the organization, If the organization adopts good methods of training and maintains good relations with the employees then the employees will be more satisfied which in turn leads to better productivity of the organization. It is also found that there are few factors like employee satisfaction, employee qualification and training methods are impacting employee performance.

The training programme adopted in ZUARI CEMENTS LIMITED mainly concentrated on quality aspects, job oriented trainings, technical skills and knowledge. Most of the respondents rated as good and excellent towards the overall quality and effectiveness of the training programmes and little satisfied with the training methods. Finally the training programmes provided by Zuari cements limited are found to be effective, credible and commendable, which can be improved further.

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